ARLINGTON

FY2010 Second Quarter Directors Meeting

Thursday, May 27, 2010

9 a.m. – 1 p.m.

Arlington Convention Center

I.	City Services Teams Meet to Discuss the Second Quarter	9 a.m.
	a. Progress on the FY 2010 Business Plan	
	b. Progress on the Deputy Performance Matrices	
II.	Lunch	11:30 a.m.
	a. Discussion with the Executive Team on Current Issues	
	i. Report out on City Service Team Meetings	
	ii. Budget Balancing Strategies	
	b. Announcements	

Economic Development and Capital Investment

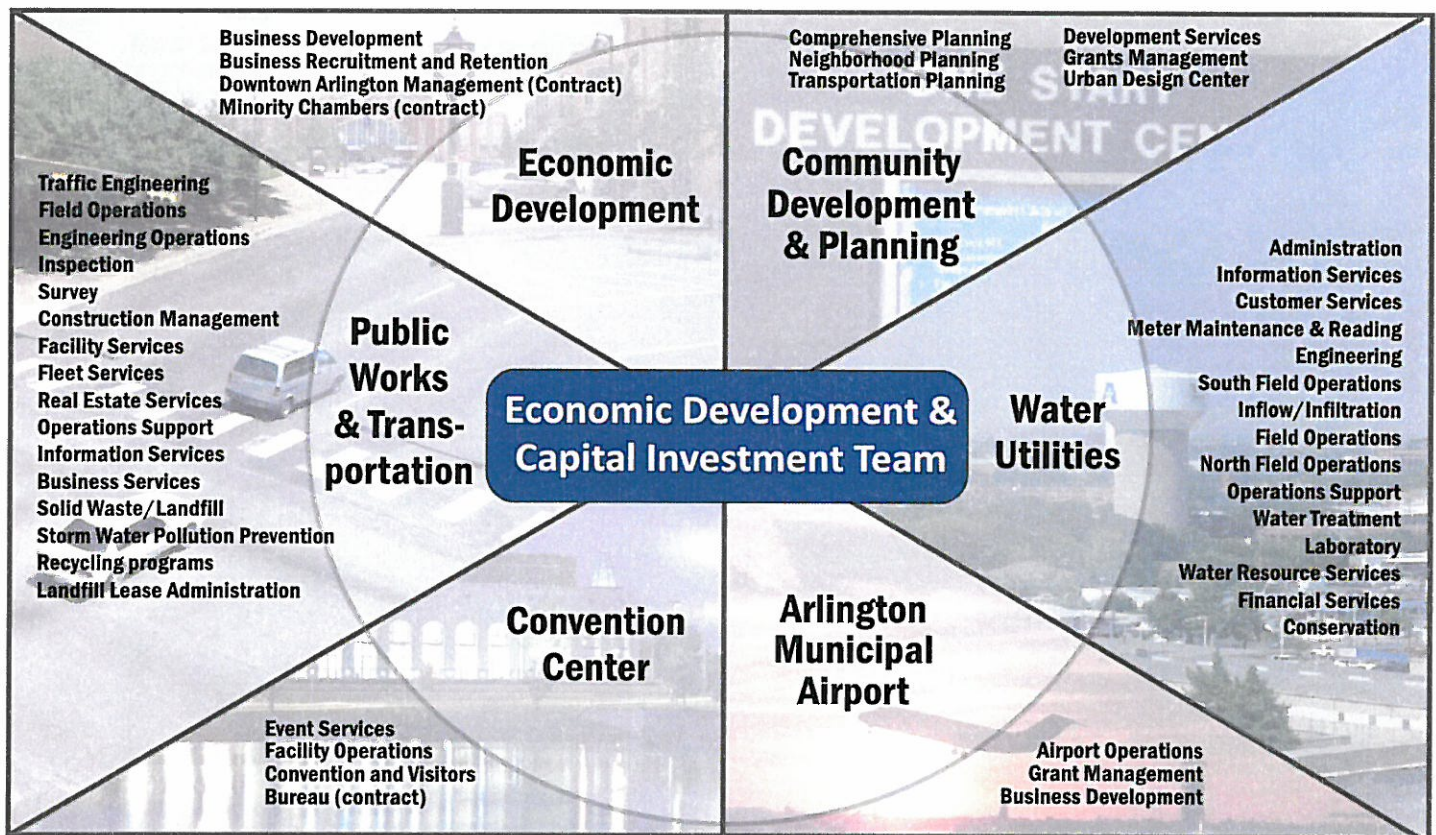Fiona Allen, Deputy City Manager

Vision

Arlington is a community of choice, known for its thriving neighborhoods, commercial and entertainment districts, well maintained infrastructure, good jobs, quality housing choices, and educated workforce.

Mission

The mission of the Economic Development and Capital Investment Service Team is to strengthen our competitive future by creating a community environment and customer service spirit that attracts new residents, consumer spending, quality investment, and job creation led by the private sector and to ensure that all development and construction activities for capital programs in the City meet the current and future needs of the community

Service Team Org Chart

Business Development
Business Recruitment and Retention
Downtown Arlington Management (Contract)
Minority Chambers (contract)

Comprehensive Planning
Neighborhood Planning
Transportation Planning

Development Services
Grants Management
Urban Design Center

Economic Development

Community Development & Planning

Traffic Engineering
Field Operations
Engineering Operations
Inspection
Survey
Construction Management
Facility Services
Fleet Services
Real Estate Services
Operations Support
Information Services
Business Services
Solid Waste/Landfill
Storm Water Pollution Prevention
Recycling programs
Landfill Lease Administration

Public Works & Transportation

Economic Development & Capital Investment Team

Water Utilities

Administration
Information Services
Customer Services
Meter Maintenance & Reading
Engineering
South Field Operations
Inflow/Infiltration
Field Operations
North Field Operations
Operations Support
Water Treatment
Laboratory
Water Resource Services
Financial Services
Conservation

Convention Center

Arlington Municipal Airport

Event Services
Facility Operations
Convention and Visitors
Bureau (contract)

Airport Operations
Grant Management
Business Development

Economic Development and Capital Investment

The City of Arlington is guided by a basic principle that, as a community, we must focus on economic development and revitalization strategies to sustain our community into the future. From our founding along a transcontinental rail route, location has played a major role in Arlington's efforts to grow its economic base. From the cotton gins and pecan growing industries of the 1920s to the arrival of the automobile industry in the 1950s, Arlington has long benefited from strong economic development planning.

Over the years, economic successes like Six Flags Over Texas, General Motors, the Texas Rangers Ballpark and Cowboys Stadium have aided in the growth of the local economy. As we continue to leverage the diversity of our residents and through Champion Arlington engaging our community partners like UT-Arlington, Chamber of Commerce, Tarrant County College and local school districts, we continue to ensure strong interest in the development of our economy.

Our economic development strategies will bridge together private and non-profit entities as well as businesses and neighborhoods. We will continue to showcase community assets like the Arlington Municipal Airport, Arlington Convention Center and the Downtown/University District to maintain our city's competitive edge.
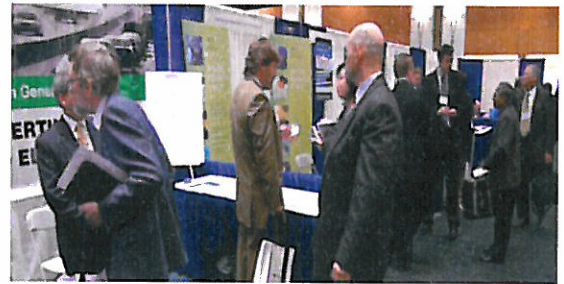
We understand that economic development planning is not done in isolation. Regional coordination occurs at many levels, and we will continue that spirit of cooperation while capitalizing on ventures that grow economic success for all of North Texas. Because our residents benefit from increased business activity and the retention of existing business, we will continue to pursue opportunities that result in Arlington being a positive place for economic investment.

# Economic Development and Capital Investment

It is the natural course for infrastructure to age and deteriorate, or become obsolete. This happens in every city across the nation, and around the world. Keeping up with growing demands for maintenance, as well as new construction, of our streets, bridges, and utilities is a substantial burden for every level of government, but it is necessary in order for a community to grow and thrive.

The City's capital investment strategy is focused on: 1)ensuring that people and goods can efficiently move to, from and through city; 2)identifying transportation solutions to enhance the region's air quality; 3)maintaining public facilities and infrastructure; 4)protecting the City from flooding, drainage problems, and erosion; and 5)implementing technology-based solutions to improve service delivery. The Capital Investment team is dedicated to protecting, enhancing, and planning for the future of the City's public infrastructure to ensure that these essential ingredients to a thriving and attractive community remain a source of pride for generations to come. Our investments will be made in areas that have a direct impact on everyday life in the city.
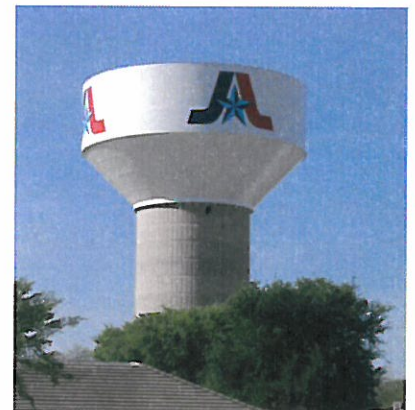
Long-range water supply strategies, erosion control, drainage improvements, and mobility planning are key components of our investments in the city's future. These investments will be designed to protect air and water quality and improve the natural environment, and make Arlington a desirable year-round destination for visitors and a home in which both businesses and residents can take pride.

Economic Development and Capital Investment

Grow and Diversify Economy

Goals	Projects	Performance Measures
• Arlington has various housing options that encourage diversity and community	• Viridian Planned Development	• Interlocal agreements executed with participating taxing jurisdictions
• City's business retention & recruitment efforts are targeted to maximize financial benefit to commercial tax base	• Business town halls • Business retention program • Identify targeted development/redevelopment opportunities within the City • Create Unified Champion Arlington Marketing Plan • Create customized ED packets Integrate Champion Arlington Portal & web • Develop annual report on impact of GSW Industrial District • Oversee contracts to build capacity w/ minority Chambers of Commerce	• 2 business town halls conducted • Retain 80% of businesses with known lease expiration. • Targeted areas mapped • Recruitment Packets complete • GSW Report is published FY2010 • Three minority Chambers of Commerce contracts executed and deliverables met

Viridian Planned Development

Target : Finalize TRIZ Amendments

Economic Development staff is working closely with participating taxing jurisdictions to finalize the Viridian TIRZ Agreements, a vital funding source to the Viridian Development, by mid-summer.

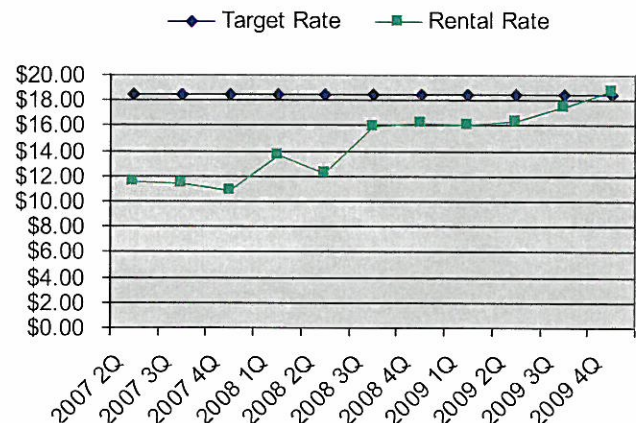## Business Town Halls

Target : 3 Business Town Halls by 4QTR

The first business town hall will focus on the Great Southwest Industrial District, with the second focusing on South Arlington and/or the Cooper Street Corridor. These town halls will allow for one-on-one interaction between the targeted business community and the City related to issues that impact business operations.

Business Retention Program

Target : 14 visits by 4QTR

Economic Development staff will reach out to the existing businesses in Arlington to gain understanding of their current and future operational needs, providing support and exploring ways in which the City may contribute to their goals. Visits often occur in conjunction with the Office of Mayor and Council.

Entertainment District Rental Rates

Economic Development and Capital Investment

Vibrant Downtown

Goals	Projects	Performance Measures
· Forge alliances between property owners, business interests, residents and the City to improve and enhance the economic vitality and overall environment of Downtown Arlington	· Broaden investors in Downtown Arlington Management Corporation (DAMC) · Center Street Station development · UTA Special Events Center and College Town	· Increase number of events/attendees · Ph 1-Center Street Station – 75% complete · Ph 2-Center Street Station- Facilitate planning and tenant identification w/ owner · Financing complete and significant progress on UTA Special Events Calendar and College Town development

Broaden DAMC Investors

Target : September 2010

Work with DAMC to facilitate and recruit investors and developers for targeted downtown projects.

Economic Development staff is working with DAMC in support of Downtown's Business Improvement District (BID) campaign.

Center Street Station

Target : September 2010

Phase 1 of Center Street Station is underway and marketing efforts are ramping up. Facilitate Phase 2 development by assisting in the recruitment of building tenants.

Staff is working with Burk Collins to recruit Mellow Mushroom Pizza Restaurant.

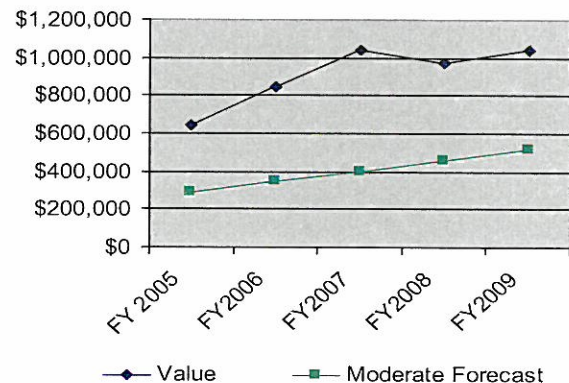### UTA Special Events Center/College Town

Target : September 2010

Efforts to blend the UT-Arlington college campus into downtown historic neighborhoods, businesses, libraries, parks, theater and entertainment venues continues in 2010 with the March 5 groundbreaking of the $78 million special events center and College Park.

Downtown Occupancy Rates
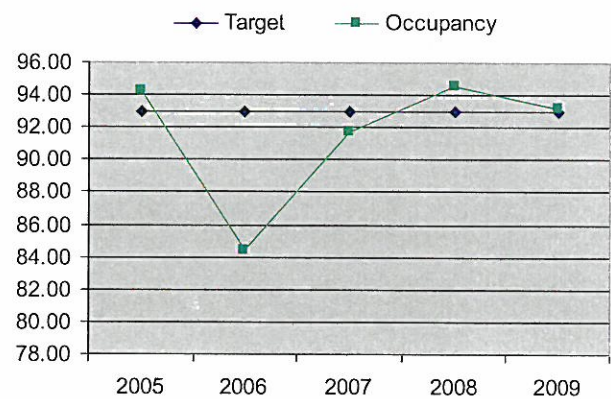
Increase in Property Valuation in Downtown TIRZ

Economic Development and Capital Investment

Commercial tax base is expanding

Goals	Projects	Performance Measures
• City's business retention & recruitment efforts are targeted to maximize financial benefit to commercial tax base	• Complete comprehensive report on Tax abatement program	• Data is Compiled and updated • Tax Abatement Report FY2010 complete • Present Annual Update to Council

Tax Abatement Data

Target : FY2010 Report completed 4QTR

Plans are underway to compile a comprehensive report on the City of Arlington Tax Abatement program.
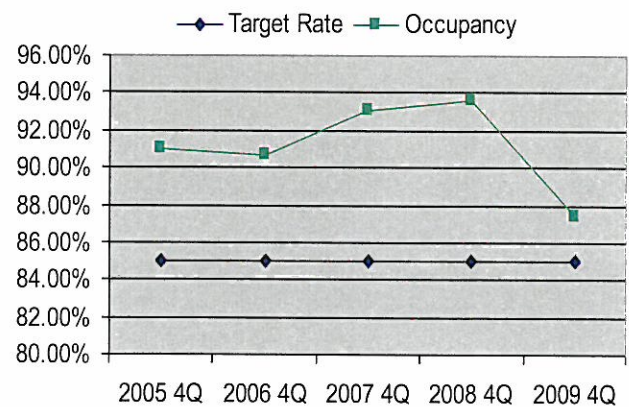
Council Presentation
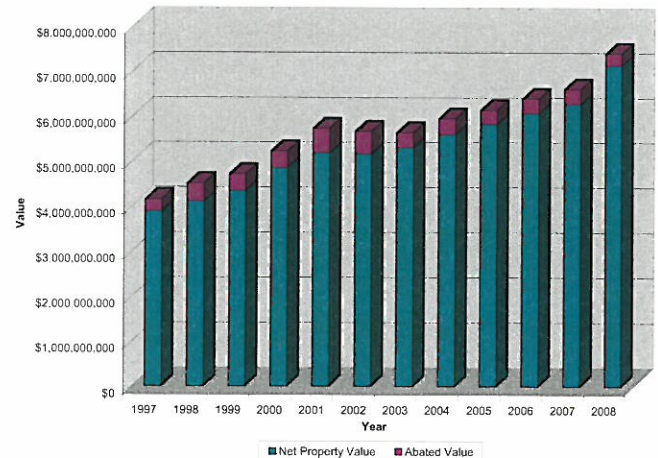
Target : 4QTR City Council Update

Tax Abatement report will be presented to City Council for review.

Economic Development Committee was presented with a Champion Arlington overview and Industry Sector presentation on May 18, 2010.

Citywide Occupancy Rate

Growth of Commercial Taxable Valuation

Economic Development and Capital Investment
Commercial tax base is expanding

Goals	Projects	Performance Measures
• Diversify options for commercial development	• Construct aircraft parking apron expansion • Construct new Airport Terminal Building • Coordinate FAA MALSR Installation	• Maintain 100% hangar occupancy rate • Achieve 100% Aviation cost recovery, operational revenue/expense ratio • Maintain 80,000 aircraft operations annually

Construct aircraft parking apron expansion
Target: Complete by October 2010
Construction phase to expand the terminal area aircraft parking apron which will provide additional revenue producing parking spaces and will facilitate air access to the new terminal building

Construct new Airport Terminal Building
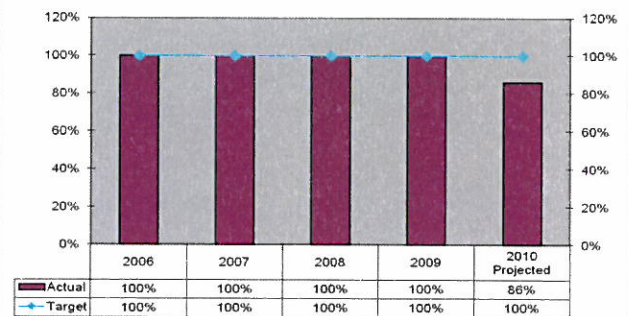#### Target: Complete by January 2011
Construction phase of a new terminal building to replace and expand the existing building to include additional revenue producing office lease space

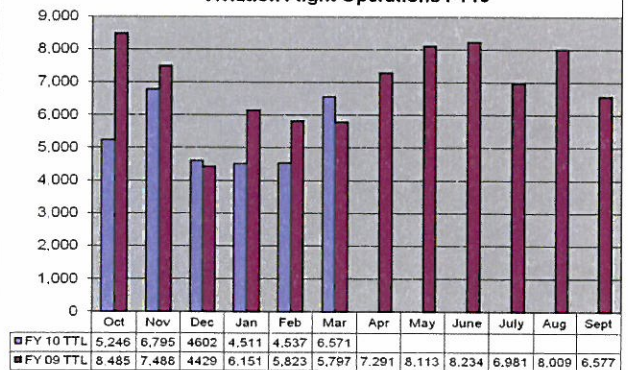### Coordinate FAA MALSR Installation
Target: Complete by April 2011
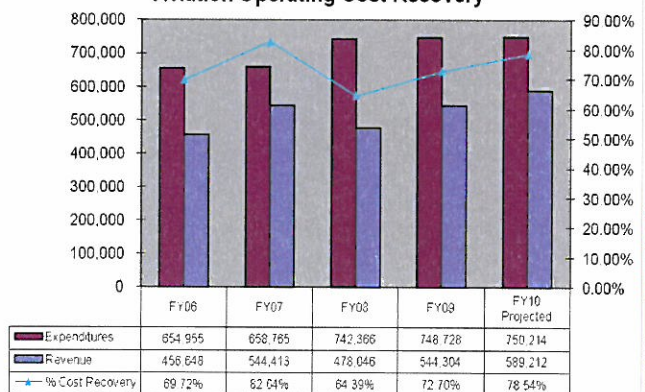FAA installation of a Medium-intensity Approach Lighting System with Runway alignment indicator (MALSR) equipment

Hangar Occupancy

	2006	2007	2008	2009	2010 Projected
Actual	100%	100%	100%	100%	86%
Target	100%	100%	100%	100%	100%

Aviation Flight Operations FY10

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
FY 10 TTL	5,246	6,795	4602	4,511	4,537	6,571						
FY 09 TTL	8,485	7,488	4429	6,151	5,823	5,797	7,291	8,113	8,234	6,981	8,009	6,577

Aviation Operating Cost Recovery

	FY06	FY07	FY08	FY09	FY10 Projected
Expenditures	654,955	658,765	742,366	748,728	750,214
Revenue	456,648	544,413	478,046	544,304	589,212
% Cost Recovery	69.72%	82.64%	64.39%	72.70%	78.54%

Economic Development and Capital Investment

Convention and Tourism

Goals	Projects	Performance Measures
· Provide a quality, well-organized overall event experience for clientele and ensure service delivery that meets or exceeds customer expectations	· Continue Certified Tourism Ambassador Program	· # of CTAs trained
· Provide a quality, well-organized event experience for clientele and ensure service delivery that meets or exceeds customer expectations	· Continue Sports Initiative · Grow Arlington's sport market · Increase sports marketing · Partner with Travelocity as a website tool	· # of sports events booked · Organize various sports entities to become one group instead of working separately · Develop sports collateral by early third quarter · Increase room nights booked through website traffic

Certified Tourism Ambassador (CTA) Program

Target: January, 2011

Train 2,000 CTA's for the North Texas DFW Area by Super Bowl XLV. Four training classes were held and 294 CTA's trained in the 2nd qtr. A grand total of 1,082 CTA's were trained year-to-date with 397 in FY2010.

### Sports Initiative

Target: September 30, 2010

Book a minimum of 2 sports events
The following sports events were booked in the 2nd quarter: USA Track & Field (130 room nights), Super Series of Baseball Nationals and Regionals (1,250 room nights –Nationals, 25 room nights - Regionals) and USA Karate (3,000 room nights).

The first meeting of the Sports Initiative (11 organizations throughout Arlington) was held to grow overall marketing share in sports. Future meetings should lead to the development of strategic marketing collateral and sales opportunities between partners. Next meeting will be June 2010.

Groups being worked on for future bookings: USA Track & Field Youth Outdoor, 360 Flag Football, USA Lacrosse, Xtreme Spirit Dance & Cheer, World Cup 2018/2022.

Tourism Room Nights Booked
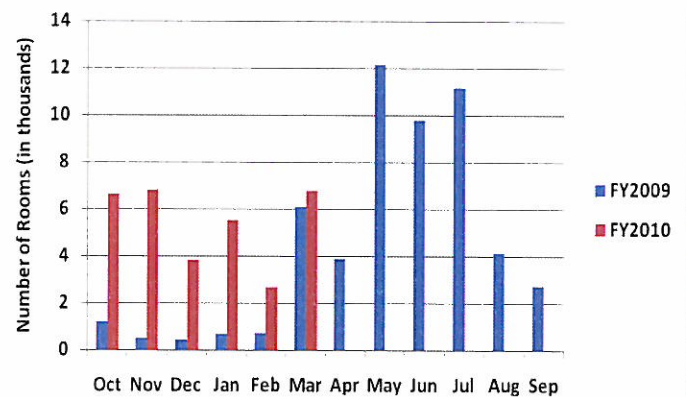
Convention Sales Room Nights Booked
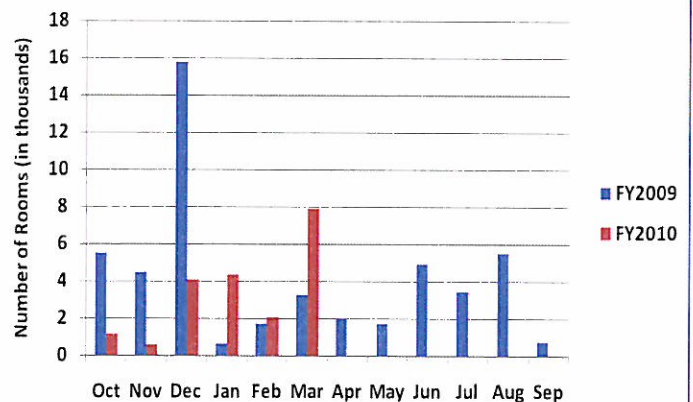
Economic Development and Capital Investment

Focus on Transportation

Goals	Projects	Performance Measures
• Economic, social, physical, and environmental conditions are examined to develop strategies to create the City's vision.	• Thoroughfare Development Plan (TDP) • Hike and Bike Master Plan • Arlington Transportation Pilot Project	• Increase the number of persons using alternative travel modes by 10% over the next three years • Increase the number of transit trips per month by 200 trips.

Thoroughfare Development Plan (TDP)
Target: Complete Ph.I -October 2010

The TDP Update will plan for the year 2040 and incorporate context sensitive roadway design principles into the planning process. This project will help the City plan and implement a safe, well-connected and efficient multi-modal transportation system where walking and bicycling opportunities are improved and potential transit corridors considered when planning the transportation system. This Plan uses context sensitive design principles and will help the City reach its goals for strong neighborhoods and a sense of community.

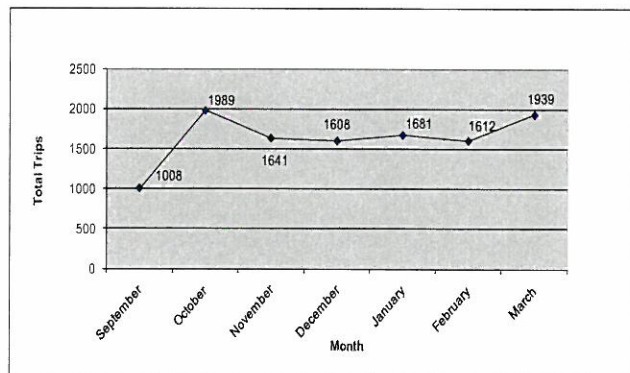## Hike and Bike Master Plan
Target: November 2010

This is a joint project between Parks and Recreation and the Community Development and Planning Departments that started in November 2009 and completed by November 2010. The project will create a city-wide master plan to guide the development of a comprehensive system of off-street trails and on-street facilities connecting users to key destinations throughout the City, provide connections to adjacent cities, provide opportunities for a wide variety of recreational activities and encourage alternative modes of transportation. The project cost of approximately $250,000 is funded through Parks and Recreation Linear Park Fees.

Arlington Transportation Pilot Project
Target: 2nd Quarter 2011

This project will provide a demand-response service, operated by the American Red Cross, to transport eligible welfare and low-income individuals to and from employment related activities. It is estimated that the Job Access Reverse Commute Program funding the City has received (along with the required local match) will fund 3-4 years of service. This program will also create two full-time driver jobs. At the end of the pilot project, sponsors or other grant funding will need to be identified for the service to continue. The service is tentatively scheduled to begin during Fall 2010.

Commuter Bus Service Monthly Ridership 2009-10

Economic Development and Capital Investment

Enhance and Preserve Neighborhoods

Goals	Projects	Performance Measures
• Enhance community partnerships and help create neighborhood action strategies that develop solutions to neighborhood issues	• Neighborhood Grant Awards • Neighborhood Action Plans	• Increase the number of neighborhood grant recipients by 10% each grant cycle • Increase the amount of grant awards each year by $10,000 • Complete three neighborhood action plans in the next year

Neighborhood Grant Awards
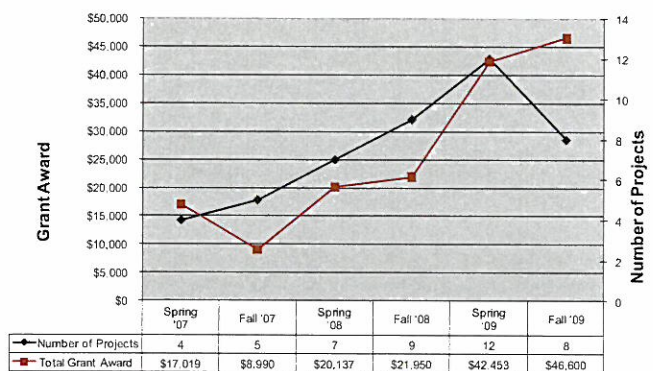
Target: Spring 2010

The goal of this program is to provide financial support for resident and community-based programs and activities that foster civic pride, enhance and beautify neighborhoods, and improve neighborhood vitality and participation. The program benefits the City of Arlington by making neighborhoods more attractive, raising the level of community pride, increasing civic participation by residents, and encouraging collaboration and formal organization of and among neighbors, neighborhoods, youth, non-profit organizations and city government. City retained gas well lease revenues totaling $500,000 supports this program.

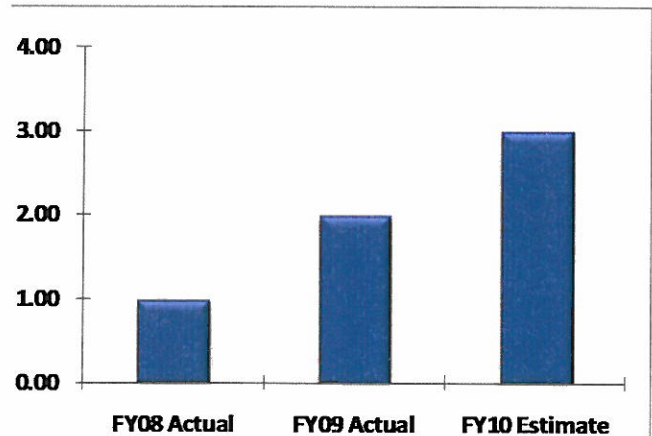### Neighborhood Action Plans

Target: September 2010

The purpose of Neighborhood Action Plans are to work with neighborhoods on identifying needs, creating strategies, helping develop community leaders, and providing assistance with resource identification, such as infrastructure, beautification, and grant opportunities. One of the most recent projects completed included the Town North neighborhood which also received a Project Planning Award from the American Planning Association. Current projects include: Heart of Arlington Neighborhood Association, Lakewood, and Fishcreek neighborhoods.

Neighborhood Grant Awards

	Spring '07	Fall '07	Spring '08	Fall '08	Spring '09	Fall '09
Number of Projects	4	5	7	9	12	8
Total Grant Award	$17,019	$8,990	$20,137	$21,950	$42,453	$46,600

Neighborhood Action Plans

FY08 Actual — 1.00
FY09 Actual — 2.00
FY10 Estimate — 3.00

Economic Development and Capital Investment

Enhance and Preserve Neighborhoods

Goals	Projects	Performance Measures
• Enhance community partnerships and help create neighborhood action strategies that develop solutions to neighborhood issues	• Neighborhood Target Infrastructure • Green Building Project • Census 2010 Awareness Campaign	• Construction jobs retained (28) and 6,505 persons served by new infrastructure in low-income neighborhoods • Increased access to affordable housing by low-to moderate-income families in Arlington by 5% annually • 10% increase in mail back response rate from Census 2000

Neighborhood Target Infrastructure- Town North Neighborhood Project

Target: Spring 2011

Neighborhood infrastructure improvements included in the Town North Neighborhood Plan will be funded with grants from Community Development Block Grant-R (American Recovery and Reinvestment Act) and the Arlington Tomorrow Foundation. The project includes sidewalks, street trees and other pedestrian amenities along Fuller, Hester, Rogers, and East streets, benefiting school children traveling to Speer Elementary School and neighborhood residents. Project milestones include completion of the master plan and construction documents, bid advertisement for construction contractor, council approval, and construction start/finish. Construction is scheduled to begin in Fall 2010 for 6-9 months.

### Green Building Project

Target: July 2011

Contract with Habitat for Humanity for a pilot green building project to be under construction by July 30, 2010 and completed and occupied by a low-to-moderate income homeowner by July 30, 2011.

### Census 2010 Awareness Campaign

Target: April 2010

With the upcoming 2010 Census, the Awareness Campaign is aimed at spreading the word about the 2010 Census; providing information to the community on the importance of the Census; and increasing the number of households who return the questionnaire on April 1. The City is partnering with the Census

Census Response Rate
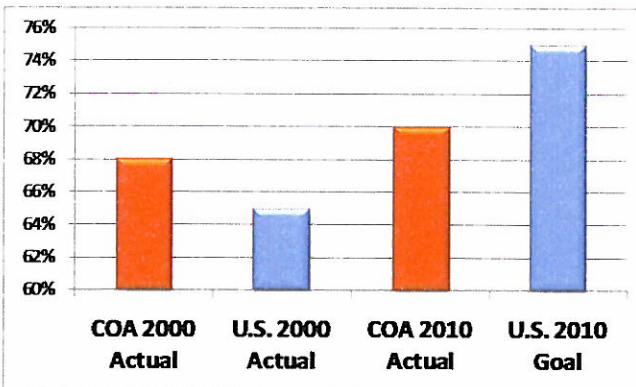
Town North Neighborhood Funding
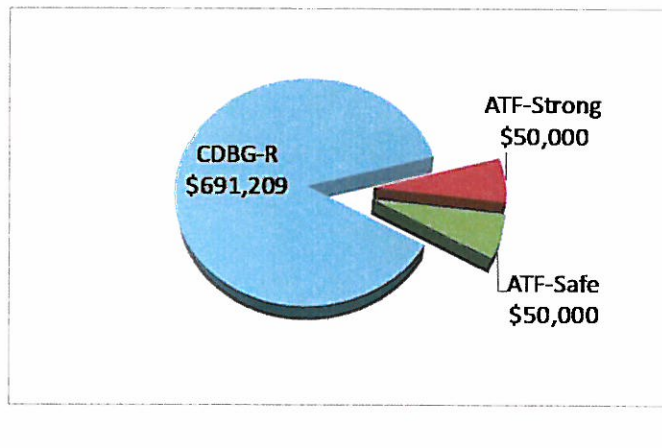
Economic Development and Capital Investment
Balance between residential and commercial development and redevelopment

Goals	Projects	Performance Measures
• Economic, social, physical, and environmental conditions are examined to develop strategies to create the City's vision.	• Completion of Comprehensive Plan Update • Completion of Zoning Ordinance Update • Completion of Impact Fee Update • Brownfield Grant Program • Arlington Urban Design Center (AUDC)	• Achieve implementation of a minimum of three action items in the comprehensive plan in the next fiscal year • Complete 15 brownfield assessments in the 3-year program cycle • Complete 20 AUDC projects annually representing over $100,000 in consulting value achieved

2030 Comprehensive Plan
Target: Fall 2010

The 2030 Comprehensive will serve as the City's long-range policy strategy. It will address issues the City will face in the next quarter century; effectively and efficiently plan for anticipated population growth; and unify the existing sector plans.

Impact Fees Ph. II
### Target: March 2010-Council Adoption

Update of the City's current Impact Fee Program. Phase II, currently underway, will implement Phase I recommendations and include work on land use assumptions, capital improvement plans, fee schedules and associated ordinance amendments.

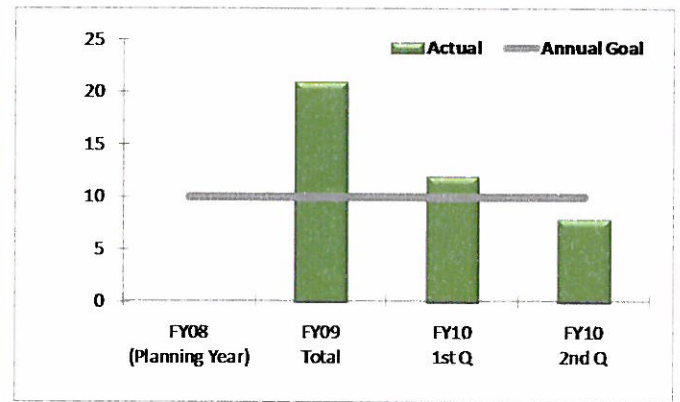## Brownfield Grant Program (2007-2010)
Target: October 2010

FY2010 will be the 3rd year in a 3-year grant cycle (FY07-10) for funds received from EPA. City will complete the brownfields inventory and continue with community-wide environmental assessments for petroleum and hazardous substances.

AUDC Projects Completed
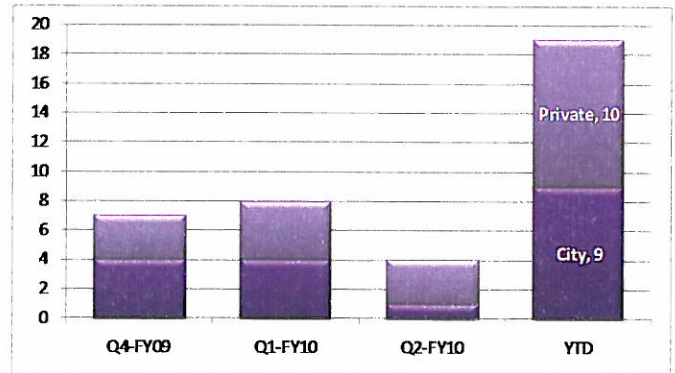
Brownfield Assessments Completed

Economic Development and Capital Investment

Safe Anywhere All the Time

Goals	Projects	Performance Measures
• Provide timely and effective development services that protect the public, enhance the physical environment, and grow the tax base.	• Building Permitting Awareness Campaign • EECBG Above Code Energy Enhancements • Adoption of 2009 International Code Council (ICC)	• Provide final reports and findings to estimate % above code and expected emissions reduction and jobs created/retained • Increase by 2% the number of minor permits received annually

Building Permit Awareness

Target: May 2010

Develop a marketing program that demonstrates the value of obtaining appropriate permits, their contribution to property value enhancement, and applicable life/ safety concerns. This includes the creation of a logo, posters, a brochure, and website updates as well as a public service announcement, video clips and materials distribution.

EECBG Above Code Energy Enhancements

### Target: Council Committee 4th Quarter

City of Arlington study of the economic and environmental impacts from potential energy code enhancements for residential and commercial development and existing building inventory. Evaluate options and make recommendations for enhancing the Arlington energy code, increasing its stringency to improve environmental results through reduced emissions. Utilize consulting services and assemble task force comprising of various stakeholders. Utilize consulting services to provide tools for implementation and facilitate training for both staff and public.

ICC Code Adoption

Target: Council Committee 4th Quarter

Review and recommend amendments for the adoption of the 2009 Editions of the IBC, IRC, IPC, IMC, IFGC and IECC, coordinate IFC with the Fire Dept., all coordination with the efforts of NCTCOG regional efforts, workshops with Construction Boards, public hearings w/ Construction Boards, ordinance to CC, train staff and public.

% Surveys Returned with Excellent Rating
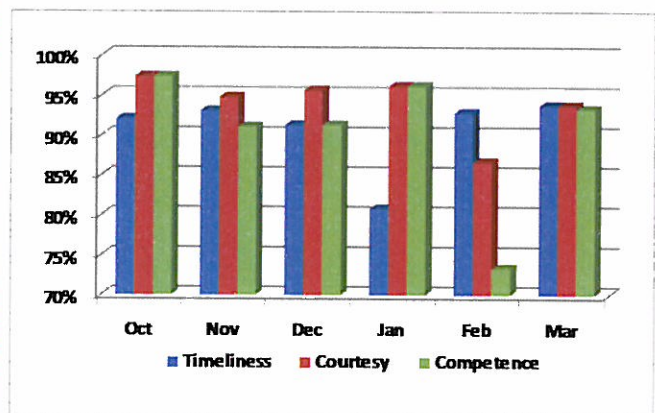
Economic Development and Capital Investment

Protect from Flooding, Erosion

Goals	Projects	Performance Measures
• Storm Water infrastructure is maintained to provide efficient and clean stormwater runoff	• Continue developing the Stormwater Atlas	• % of city field verified by stormwater staff
• The City's stormwater pollution is minimized through monitoring, testing, and mitigation.	• Complete the study of stream bank erosion (the Jacobs Study)	• % of natural streams (creeks) evaluated

Continue Developing the Stormwater Atlas

Target: Initial field verification of 80% of improved stormwater infrastructure

Testing of storm view module in Cartegraph is currently underway with the integration of this module with the GIS database and the use of mobile units to update asset condition and inspections data in the field. Crews are using GPS to record the location and attribute information to update existing GIS data.

Development of the Stormwater Atlas is occurring in two phases:

Phase 1: FY 2010
Field verify 80% of the system
Collect basic data for all improved stormwater infrastructure (pipes, inlets, concrete channels, etc.) utilizing GPS technology and the StormView module of the CarteGraph Asset Management System.

Phase 2: FY 2011 and ongoing
Finish Field Verification, Begin Detailed Inventory
Finish phase 1, then (ongoing) collect and verify detailed information on attributes such as condition, pipe diameter, materials, etc.

Complete the study of stream bank erosion (the Jacobs Study)

Target: Evaluate 100% natural streams

Document the condition of all natural streams in the city and prioritize mitigation projects based on the potential to cause damage to structures. Total linear feet of streams: 723,360.

FY 2010 STORMWATER SYSTEM FIELD VERIFICATION
The City has been divided into 100 grids
Target = 80

% Natural Streams (Creeks) Evaluated

Goals	Projects	Performance Measures
• Traffic infrastructure optimizes safe traffic flow	• Continue Phase II of the Traffic Management Fiber Optic Connectivity Project	• % 2010 Target Complete
• Diversify options for commercial development	• Complete design, and begin construction of the new Arlington Municipal Airport Terminal	• % of construction complete

Complete Phase II of the Traffic Management Fiber Optic Connectivity Project

2010 Target:
Miles to be Completed 33
Signals to be Connected 91

Second Quarter: 5 miles and 0 signals

Overall project completion target date is 12/31/2011. This project will connect all City buildings to fiber optics in addition to connecting traffic signals and reversible lanes.   When connected, traffic signal activity can be controlled in real time from the Traffic Management Center.   In Phase I, 47 miles were completed, connecting 77 traffic monitoring cameras and 151 signals.

Traffic Management Fiber Optic Connectivity Phase Two
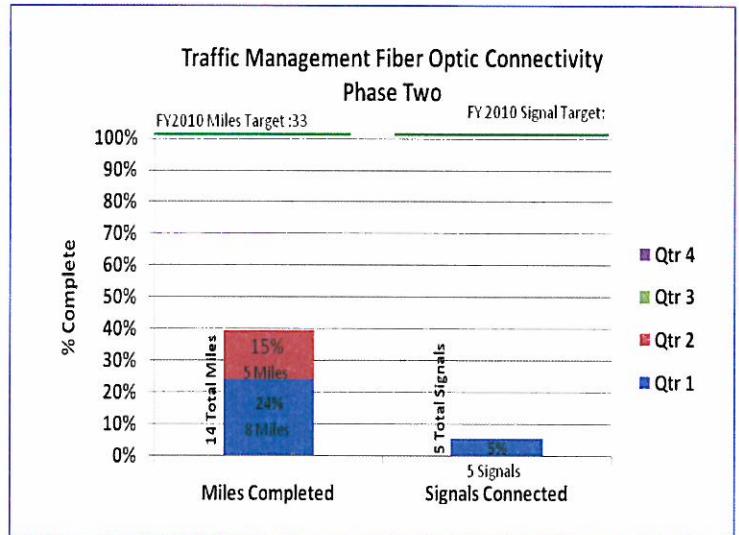
Complete design, and begin construction of the new Arlington Municipal Airport Terminal

Target: Keep project on schedule

Early grading permit will be issued in early February, and runway work will begin then.   Building permit should be issued and construction started before the end of February.

Municipal Airport Terminal Gantt chart
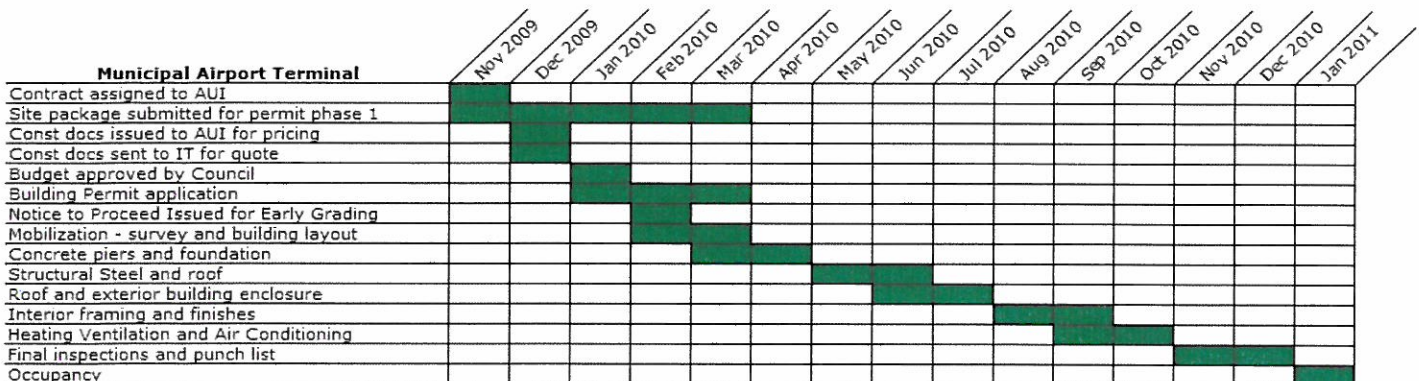
Economic Development and Capital Investment

Arlington is an environmentally sound city

Goals	Projects	Performance Measures
• The City will utilize energy efficient means whenever possible	• Effectively manage the EECBG Grant.	• % Project Completed • % Expected Funding Received

Effectively manage the EECBG Grant

Target: % Project Completed
% Expected Funding Received

Working with the EECBG (grant) is a balance between moving forward with projects and waiting for the funding to be received. The City of Arlington has 9 projects funded by the EECBG, ranging from upgrading lighting to commercial sustainability outreach. Funding will be received over three years, and project start dates are arranged accordingly. The graph to the left shows information for the first two quarters of the year. Projects are:

Anti-Idling Emission Reduction
Commercial Sustainability Outreach
Energy Code Enhancement Study
Facility Services Energy Upgrades
City Tower Energy Upgrades
Internal Lighting Upgrades (multiple buildings)
Convention Center LED Lighting
City Council Chamber Energy Upgrades
Energy Efficiency Action Plan

EECBG Funding

Received $71,359
Expended $287,356
Expected $1,739,453

Economic Development and Capital Investment

Information Technology Solutions

Goals	Projects	Performance Measures
· City resources are tracked and deployed efficiently.	· Conduct a condition assessment of each City facility.	· % Buildings Assessed
· City resources are tracked and deployed efficiently.	· Effectively manage the EECBG Grant.	· % Project Completed · % Expected Funding Received

Conduct a condition assessment of each City facility

Target: Assess 100%

The condition assessment of each building is part of a multi-year project to identify funding needs for major building maintenance. Project Phases are:

FY2010: Complete assessment of condition and major maintenance needs for all city owned buildings

FY2011: Estimate the cost to bring each building up to the industry standard for major maintenance and repair, and prepare a multi-year prioritized list for execution.

FY2011-2015 Request funding for needed repairs and major maintenance

Building Condition and Maintenance Assessment
FY2010 Goal = 100% Complete

Economic Development and Capital Investment

Information Technology Solutions

Goals	Projects	Performance Measures
• City resources are tracked and deployed efficiently.	• Implement a bar-coding and inventory tracking system for the Public Works warehouse.	• Milestone Dates
• Capital projects are planned and constructed in accordance with the City's long range plans	• Implement uniform project management system for all capital projects	• Continue to deliver projects on time and within budget

Implement a bar-coding and inventory tracking system for the Public Works Warehouse.

Target: Milestone Dates

The barcoding software has been installed for the Public Works and Transportation Warehouse, and testing and integration with the CarteGraph asset management software are underway. The software is projected to go live June 1. After meeting with Public Works and Transportation Department staff, Water Utilities staff are researching the licensing, financial, and software integration details for a possible shared project to implement the same barcoding software at the Water Utilities Warehouse.

PWT Warehouse
Bar Coding and Inventory Tracking System
Milestone Dates

Steps 1-4 are complete.

DESCRIPTION	EST START
Internal Kickoff	
Wireless Access Point installation	
Project Kickoff with Vendor	
Barcode Reader Configuration	
Set up application computer at warehouse	ALL STEPS COMPLETE
Install database on SQL server	
Install license manager on license server	
Determine on-site training date	
Training	

Implement capital project management software

Target: Milestone Dates

Departments participating in this capital project software selection and configuration are: Information Technology, Water Utilities, Public Works and Transportation, Parks, and the Office of Management and Budget. Project is on schedule, and detailed software configuration will begin in March, 2010.

Capital Project Management Software Implementation Schedule

DESCRIPTION	EST START
Work with vendor on project discovery and confirm implementation schedule	Feb-10
Configuration/set-up of templates, processes and data mapping	Mar-10
Develop interfaces and other custom features	Mar-10
System Testing	Jul-10
Training/Go Live	Sep-10

Economic Development and Capital Investment

Information Technology Solutions

• Safely deliver water at sufficient pressure and volume to meet or exceed state and federal standards and customer expectations	• Implement monitoring plan for water distribution system	• % monitoring plan complete • % maintenance needs that are high priority • % water meters installed or retrofitted • Number of early leakage detections
• Provide quality and responsive clerical, dispatch, and warehouse services to the Water Utilities Department, other City departments, and external customers	• Automated meter reading – 17,000 water meters to be installed or retrofitted	

Automated meter reading – 17,000 water meters to be retrofitted

Target: Implement automated meter reading technology in a targeted area

1/2010 – Specifications workshop
3/2010 – Develop specifications for proposal
5/2010 – Pre-proposal workshop
6/2010 – Receive proposals
7/2010 – Develop list of finalists
8/2010 – Vendor presentations complete
9/2010 – Vendor selected
11/2010 – Council approval
12/2010 – Contract executed/installations begin

Implement monitoring plan for water distribution system

Target: Water quality monitoring and event detection, which promotes a more timely detection and response to water quality issues

10/2009 – Council approval of contract
11/2009 – Sensor selection
11/2009 – Sensor location selection
12/2009 – Sensor procurement
1/2010 – Sensor station installation
1/2010 – Event detection system and data management system
2/2010 – Visualization tools training
2/2010 – Consequence management update
12/2010 – Contract executed/installations begin

AMR Target Area
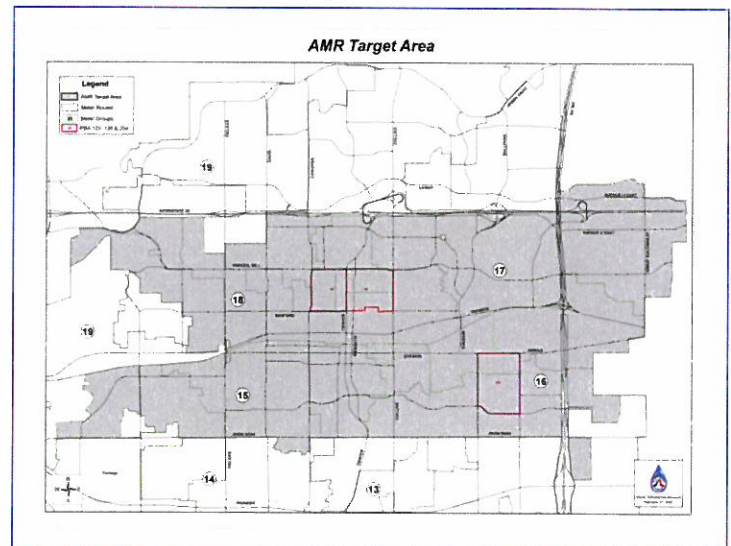
Economic Development and Capital Investment

Water Quality and Conservation

Goals	Projects	Performance Measures
· Natural resources are developed in an environmentally sound manner	· Develop comprehensive water supply protection plan for Lake Arlington	· % of plan complete and implemented
·	· Construct initial segment of reclaimed water line to serve irrigation customers	· % of project complete · % reclaimed water utilized for irrigation customers

Develop comprehensive water supply protection plan for Lake Arlington

Target : Develop a master plan that can be used as a planning tool to protect water supply in Lake Arlington and its watershed

12/2009 – Council approval of consultant contract
1/2010 – Issue design notice to proceed
3/2010 to 3/2011 – Conduct public meetings (Five currently planned)
4/2010 – Develop project goals and objectives
7/2010 – Analyze existing conditions and identify concerns
11/2010 – Prepare standards and guidelines
2/2011 – Prepare draft master plan
4/2011 – Prepare final master plan
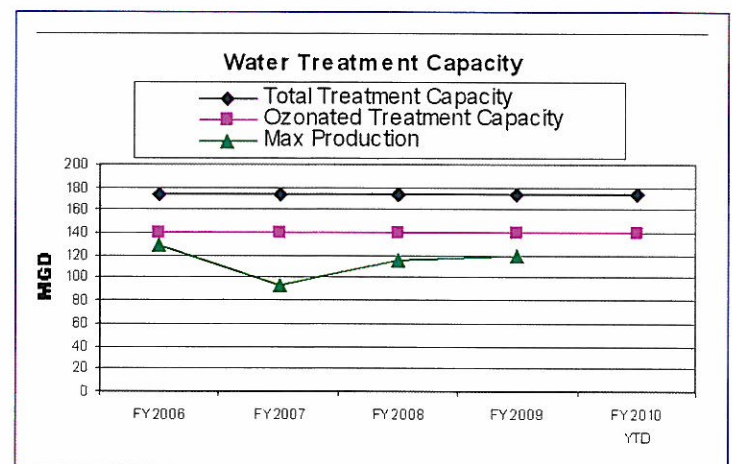
Construct initial segment of reclaimed water line to serve irrigation users

Target: Provide reclaimed water in order to extend the life of water supplies through a form of conservation, reducing energy requirements and having a dependable supply for irrigation.

01/2009 – Council approval of consultant contract
01/2009 to 02/2010 – Design and workshops
12/2009 – Bid date
03/2010 – Council to authorize construction contract
04/2010 – Issue construction notice to proceed
01/2011 – Estimated completion date

Water Treatment Capacity
- Total Treatment Capacity
- Ozonated Treatment Capacity
- Max Production

Average Service Interrupt Time Per Customer — Target

Goals	Projects	Performance Measures
• Educate the public to ensure Arlington is an environmentally sound city	• Water conservation initiative through education, low-use fixture exchanges and irrigation audits	• Number of educational outreach activities • Number of fixture exchanges • Number of irrigation audits

Water conservation initiative through education, low-use fixture exchanges and irrigation audits

Target : Increase water conservation effectiveness and awareness

12/2009 – FY 2010 residential toilet distribution event planning

1/2010 – Determine feasibility of high volume commercial toilet distribution

1/2010 – Publicize underground irrigation at Johnson Creek

3/2010 – Determine feasibility of landscape conversion program

3/2010 – Develop FY 2011 budget request

4/2010 – Learn and Grow fair

5/2010 – Rewrite communications plan to include social networking

5/2010 – Prepare Water Conservation Plan Annual Report and submit to Texas Water Development Board (TWDB), Texas Commission on Environmental Quality (TCEQ) and Tarrant Regional Water District (TRWD)

6/2010 – Smart Yard recognition program

6/2010 – Participate in WaterWise kit distribution program for elementary students

7/2010 – Arlington Tomorrow Foundation downtown landscape project

12/2010 – Submit FY 2010 program report and recommendations
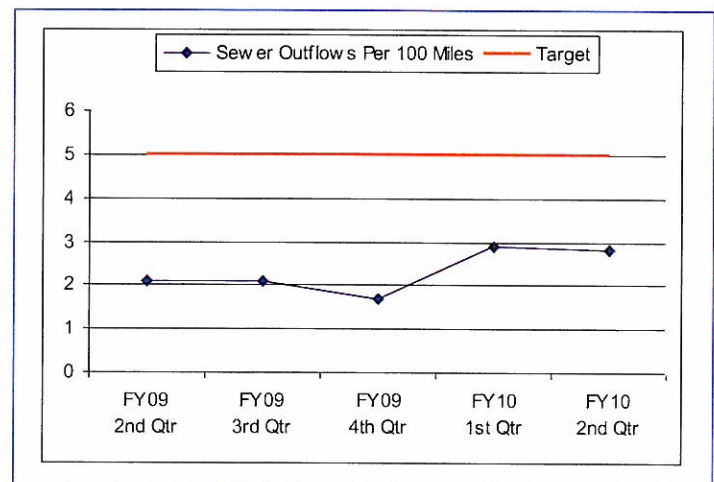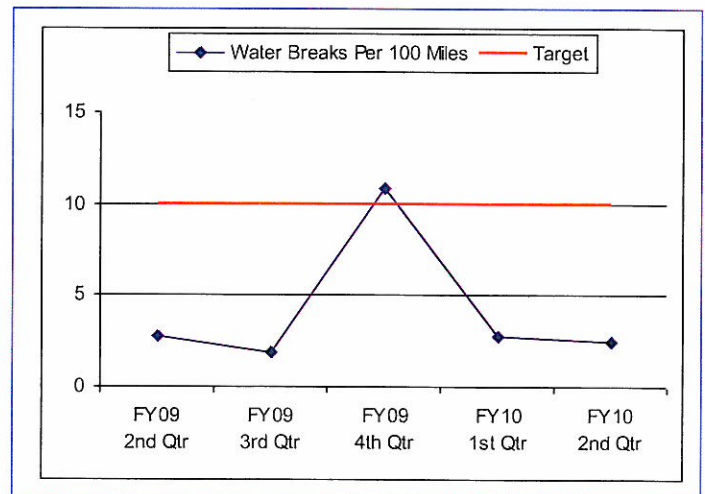
Mission

The Mission of the Neighborhood Services Team is to strengthen neighborhoods by providing services which maintain public safety and health, enhance livability, protect property values, and encourage responsible neighbors.

Service Team Org Chart

Animal Services
Code Compliance
Environmental Health
Vital Statistics
Housing Assistance

Community Services

Fire Department

Fire Operations, Fire Prevention
Medical Service, Training,
Resources Management
Emergency Management
Dispatch, Special Events
Business Services

Neighborhood Services Team

Libraries

Branch Services
Central Library Services
Bibliographic Services
Electronic Services

Parks & Recreation

Police Department

Patrol
Investigations
Community Affairs
Jail Operations
Operations Support
Business Services
Personnel

Parks Maintenance, Golf, Recreation
Programs, Field Maintenance

Safe Neighborhoods/Youth, Seniors, Families

Arlington is a community of neighborhoods. Each is diverse with its own character. One neighborhood might have upscale custom homes and a unique blend of apartments, condos and townhomes. A bordering neighborhood could be a university community or a mecca for world class entertainment with commercial development, and popular attractions filled with places to live, learn, work and play. Unique neighborhoods like these require different strategies.

Arlington communities are culturally and economically diverse and we all want to be part of safe, attractive and engaged neighborhoods. Whether it is reinvigorating an aging neighborhood or expanding the cultural, recreational and learning opportunities of another, our focus is on strengthening our neighborhoods to be strong and safe communities.

We want every resident in our city to feel that their neighborhood is a secure and desirable place to call home. That's why we are so committed to making public safety, emergency response, and code compliance among the city's top priorities. Alliances with our community partners will allow us to address our neighborhood concerns in a manner that is both cost effective and highly efficient. Pooled efforts and resources invite new thinking and innovative responses to local issues. More partnership opportunities will link our residents with job opportunities, reduce isolated blight in our neighborhoods and lead to a more engaged citizen network.
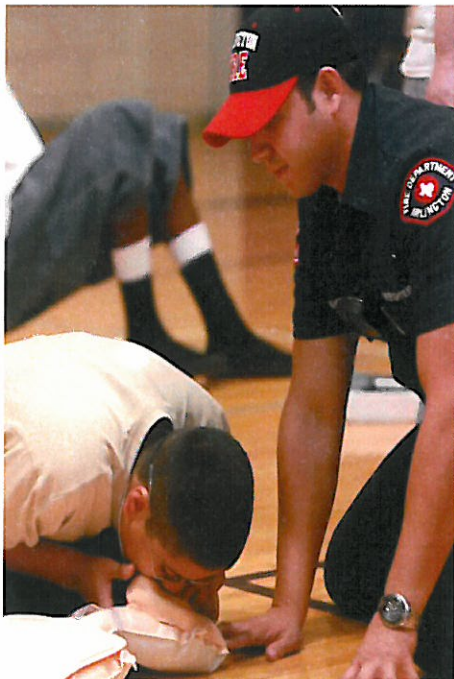
The city will also serve our neighborhoods by promoting responsible home ownership and providing assistance to those residents and neighborhoods that need it most. Supporting targeted neighborhoods serves all of our citizens by improving and stabilizing home values and providing an overall safe and secure environment in which our citizens can live.

Safe Neighborhoods/Youth, Seniors, Families

To effectively meet our challenges, it is important to engage youth, seniors, and families in the civic and political life of our community. Now more than ever, young people are seeking the opportunity to get involved in their communities. We will continue to create strong, diverse communities of inspired and civic-minded young people. We will help them develop life-long habits of involvement, problem solving and self-reliance. Whether we are promoting literacy through school partnerships and libraries or improving access to quality health and wellness programming, the City of Arlington is committed to building stronger neighborhoods and families.
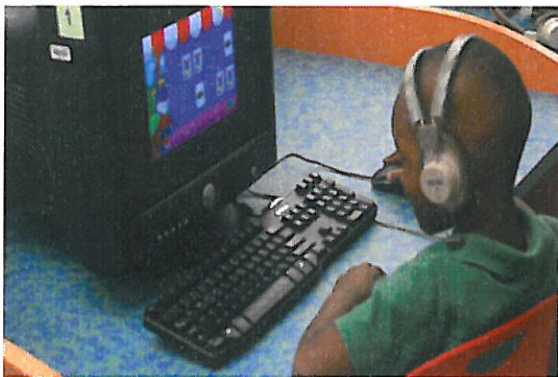
In FY 2010 we are committed to helping our citizens obtain the skills they need to cope in these challenging times. New programs focusing on employment skills, understanding technology, and improving literacy will be offered. The City is even taking steps to get these programs out of city facilities and into the neighborhoods, making them mobile and accessible to the neighborhoods where they are needed most.

The City will also offer programming to our citizens that impact another valuable skill set – that of fitness and good nutrition and sustainable living. To set the stage, programs are being designed to

Wildscape
at
Veterans Park
Arlington, TX

encourage physical activity and healthy food choices. New open space projects will be planned to offer citizens easy access to outdoor fitness opportunities as well as connect our neighborhoods and improve home values.

Seniors will remain a valued asset in our city. In addition to the services and facilities we already offer for seniors, the City will be bringing new programs to our older residents who are in need of assistance. As a city, we will continue to showcase our youth, seniors and families as community assets and resources, possessing unique perspectives, energy, creativity and commitment.

Safe Neighborhoods/Youth, Seniors, Families

Cultural, Recreational and Leisure Opportunities

Goals	Projects	Performance Measures
• Access to a broad array of digital resources is readily available that assist in an individual's personal, school, work, and civic life, as well as information and training on the use of these resources	• Expand Library service channels into neighborhoods, schools, apartments, and retirement centers with the addition of mobile services (including a computer lab) and through the expansion of LibraryLINK collections and kiosk sites in partner schools and agencies/organizations.	• % increase in materials circulated to LibraryLINK sites or other mobile channels
• Provide services that increase the quantity and improve the quality of literacy programs serving Arlington's families by building mutually beneficial partnerships between literacy providers, as well as raising public awareness of literacy and workforce development issues in Arlington	• Expand the Arlington Reads literacy program to provide services from the Central Library. Workforce literacy programming will be offered, including computer/technology coursework, as well as increased family literacy programming with a focus on early childhood years	• Number of adult students enrolled in an Arlington Reads literacy program • % increase in literacy and workforce development program learning hours • % increase in grant funding for literacy/workforce development programs

LibraryLINK service channels

Target: Expand the LibraryLINK program to 2 additional schools, as well as launching a mobile LibraryLINK computer lab and 2 kiosk locations by Sept. 30, 2011

As of the 2nd quarter, an LSTA grant has been submitted to fund this expansion.

Arlington Reads Workforce Development

Target: Partner with local businesses to offer workforce literacy programs in 3 locations by June 1, 2010.

As of the end of the 2nd quarter, Arlington Reads has partnered with Texas Health Resources at Arlington Memorial Hospital to begin a workforce literacy program, as well as holding another program at East Arlington Branch

Arlington Reads Adult Literacy Program

Number of Adult Readers

4th Q 08: 18
1st Q 09: 89
2nd Q 09: 165
3rd Q 09: 136
4th Q 09: 208
1st Q 10: 236
2nd Q 10: 260

Safe Neighborhoods/Youth, Seniors, Families

Cultural, Recreational and Leisure Opportunities

Goals	Projects	Performance Measures
• Provide quality facilities and open spaces that are responsive to citizen needs	• Develop a Phase II Johnson Creek Conceptual Plan • Hike and Bike Master Plan • Develop a Skate System Master Plan • Develop a Sign Standards Manual • Develop a Southwest Nature Preserve Master Plan • Construction at O.S. Gray Park • Construction at Treepoint Park • NBA All Star Trees	• % of Work Plan milestones complete • Customer Satisfaction with Quality of facilities • Annual number of trees planted
• The City provides quality recreational experiences that respond to the diverse needs of our citizens	• Develop a Community Fitness Initiative • Develop a Secret Shopper Customer Feedback System • Kick-off Our Community, Our Kids	• Program Participation • Participant Satisfaction • % of Work Plan milestones complete

Develop a Phase II Johnson Creek Conceptual Plan

Target: February 2011

Project development team has conducted several workshops to identify the constraints, problems, needs and opportunities along the Creek as part of the conceptual design process.

Hike and Bike Master Plan

Target: November 2010

Two public meetings have been held to solicit citizen input regarding proposed trail and on-street alignments. Consultant is compiling data gathered at the meetings to prepare a draft plan for City staff review.

Our Community, Our Kids

Target: September 2010

Implement a community-wide collaboration aimed at providing our youth with alternatives to gang affiliation, violence and criminal behavior. Steering and policy committees have been established. Policy committee tasked with providing a strategic plan by September.

Customer/Citizen Satisfaction with Quality of Facilities
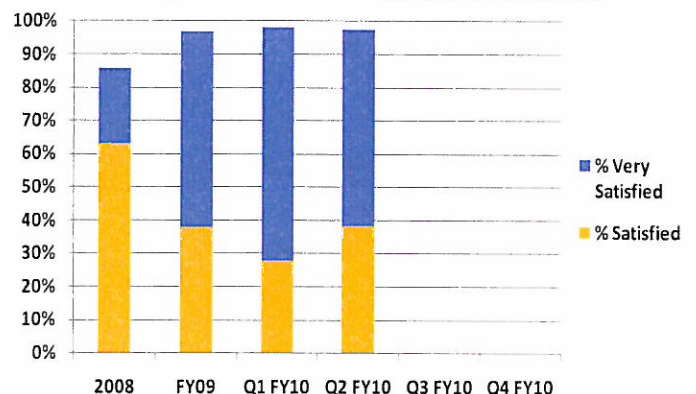
Customer/Citizen Satisfaction with Quality of Programs
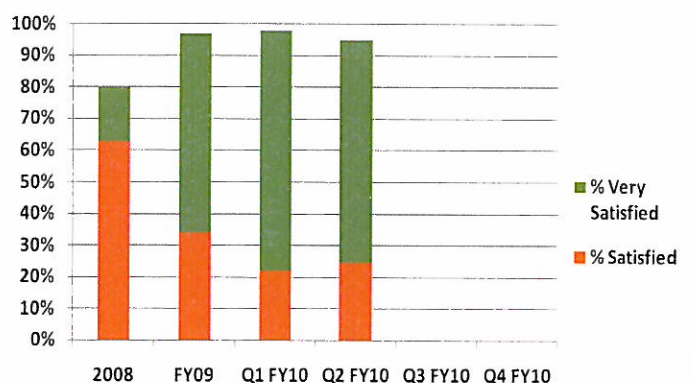
Safe Neighborhoods/Youth, Seniors, Families

Cultural, Recreational and Leisure Opportunities

Goals	Projects	Performance Measures
• The City provides quality educational opportunities that respond to the diverse needs of our citizens.	• Senior Animal Education and Therapy Program	• Number of Senior participants served through program

Senior Animal Education and Therapy Program

Target : Educate 100 seniors

The goal of this program is to provide education and animal therapy for seniors through classroom and one-one-one instruction. The program was held at the Arlington Villa Retirement and Nursing facility on May 14th and Eden Terrace of Arlington on May 15th with a total of 160 participants. The program will be at Green Oaks Nursing and Rehabilitation Center on June 25th.

Goals	Projects	Performance Measures
• The City enhances its ability to provide services through the procurement and disposition of grants	• Facilitate homeownership of vacant, foreclosed properties in targeted areas through Neighborhood Stabilization Program • Client outreach, case management and rental assistance to chronic homeless through Homeless Housing and Services Program	• % foreclosed properties purchased • Number of homeless served • % of homeless assisted in rental housing
• The City enhances its ability to provide services through the procurement and disposition of grants	• Assist in-need residents with funding to weatherize homes through Weatherization Program	• % in-need families assisted
• Neighborhoods are protected through the effective control and disposition of animals	• Outsource annual licensing and registration of pets to PetData, Inc.	• 50 % increase in number of animals licensed. • 5% increase in owner reclamations.

Neighborhood Stabilization Program

Target: Homebuyer Assistance, Acquisition Rehab and Acquisition Rehab Redevelopment for 44 vacant foreclosed homes

This program will reinvigorate neighborhoods by facilitating the purchase and occupancy of foreclosed homes in Arlington by qualified buyers. To date, 19 foreclosed homes were sold to qualified homeowners and 5 others have been purchased for rehabilitation.

Weatherization Assistance Program

Target: Weatherize 250 Arlington residences

This program conserves energy resources and reduces homeowner utility expenditures through weatherization improvements to Arlington residences. To date, we received 178 applications and 42 households received weatherization improvements.

Outsourcing of Pet Licensing /Registration

Target: 50% increase in # of animals licensed in Arlington

The contract with PetData, Inc. was finalized in Dec 2009. The company will provide web-based annual licensing and registration of pets with the goal of quickly reuniting lost animals with their owners and communicating responsible pet ownership. The program began March 2010. 968 animals were licensed during the second quarter of FY10.

Neighborhood Stabilization Program

Legend: Q4 FY10, Q3 FY10, Q2 FY10, Q1 FY10

Q2 FY10: 5; Q1 FY10: 19

Total Homes Provided in Programs

Animals Licensed in Arlington

1Q FY09: 1136; 2Q FY09: 1058; 3Q FY09: 1482; 4Q FY09: 1691; 1Q FY10: 855; 2Q FY10: 968

Neighborhoods/Youth, Seniors, Families

Safe Anywhere, all the Time

Goals	Projects	Performance Measures
• Fire facilities and personnel are supported though equipment, supply, and delivery services	• Implement software that provides digitized building and site plans for high-risk structures	• 25% of users trained in software. • 11% of station computers have software loaded
• Promote and expand community partnerships	• Partner with local media, school districts, major employers, County officials, and State officials on issues of great concern	• 104% of goal to train 37,500 in CPR in five years met.

Implement software that provides digitized building and site plans for high-risk structures

Target : 100% of users trained; 100% software implementation by September 2010

Approximately 25% of users have been trained in software. Software has been deployed on all Battalion Chiefs' computers.

Partner with local media, school districts, major employers, County officials, and State officials on issues of great concern

Target : Train 10% of Arlington's citizens in CPR

On November 17, 2009 at Cowboys Stadium, the Arlington Fire Department and community partners, including the AISD, UTA, Dallas Cowboys, American Heart Association, American Medical Response, Arlington Memorial Hospital, Medical Center of Arlington, USMD Hospital, and the Tarrant and Dallas County Community College Districts, trained a world-record 4,626 Arlington students and faculty in CPR. Through the end of March 2010, 39,135 have been trained.

Fire Department Unit Responses

	FY 08	FY 09	FY 10 To Date
Fire	4,479	4,398	2,190
EMS	18,662	18,098	9,125
Other	21,759	21,602	11,660

Safe Neighborhoods/Youth, Seniors, Families

Safe Anywhere, All the Time

Goals	Projects	Performance Measures
• Achieve a safer community through the promotion and utilization of partnerships and community policing strategies.	• Expand Weed and Seed programming to targeted neighborhoods • Prepare security, traffic and operational plans for events at the new stadium • Leverage regional partnerships in support of major events, i.e. NBA All Star Game, Super Bowl XLV • Create Domestic Highway Enforcement Unit (Southern Border Grant) • Create 2nd Special Ops Team • K-9 Replacement Grant • Phase 1 Taser Implementation	• Response time to top priority calls (minutes) • Number of top priority dispatched calls per 1,000 population • Crime Rate (UCR Part I Crimes per 100,000)
• Administrative and technical services are provided to ensure efficient departmental operations.	• Effectively manage all grants	• Meet all reporting requirements each quarter
• Promote and expand community partnerships	• Expand the Public Safety Athletic League programs • Truancy Reduction Program	• Number of students involved in PAL (Police Athletic League) • Truancy rates

Expand Weed and Seed Programming to Targeted Neighborhoods

Target: Achieve Funding; Hire Coordinator

Coordinator position posted April 26. Community perception survey will be distributed during May. Neighborhood Revitalization committee has established a partnership with Habitat Rehabilitation and will serve 10 homes this summer/fall. Prevention, Intervention and Treatment team has selected chairs and is establishing a structure for youth engagement.

Expand Public Safety Athletic League Programs

Target: Increase Funding; Increase Programs

Grant funding ($15,000) was secured through the Arlington Tomorrow Fund, making summer and quarterly activities possible. Programming will commence June 14.

Total Response Time to Priority 1 Calls (in minutes)
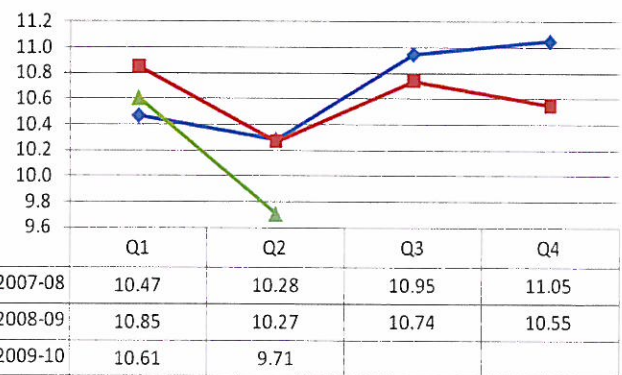
	Q1	Q2	Q3	Q4
2007-08	10.47	10.28	10.95	11.05
2008-09	10.85	10.27	10.74	10.55
2009-10	10.61	9.71		

Safe Neighborhoods/Youth, Seniors, Families

Safe Anywhere, All the Time

Goals	Projects	Performance Measures
• Promote and expand community partnerships	• Truancy Reduction Program	• Truancy rates

Implement Truancy Reduction Plans

Target: Create Infrastructure; Partner with AISD

The mediation program with Dispute Resolution Services in five schools is continuing. The Patrol Stop program has been fully implemented. Next steps will encourage more involvement from businesses and citizens. Home visits have been made to 65 truant students and their parents. Evaluation of effectiveness is continuing.

UCR Part I Crimes per 100,000

	2007	2008	2009
Crime Rate	6518.41	6152.07	6188.81
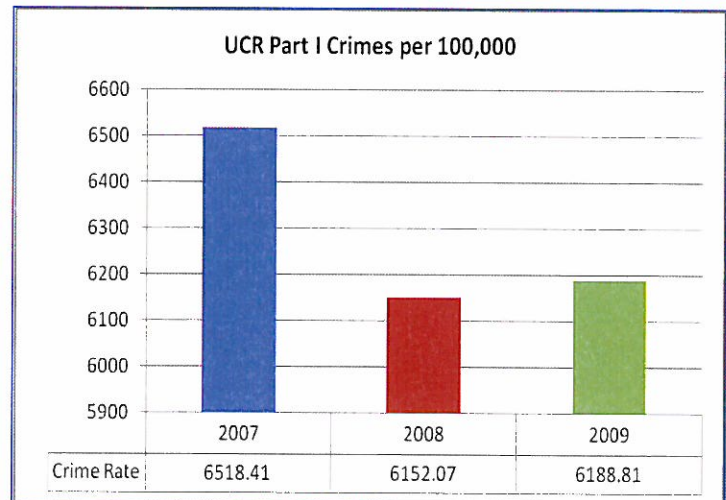
Mission

The Strategic Support City Service Team embraces the City's vision by dedicating resources to partner with customer departments in our continuing mission to ensure Arlington's commitment to being a pre-eminent city.

Service Team Org Chart

Office of Management & Budget
Accounting
Payroll
Accounts Payable
Treasury & Debt
Purchasing
Executive Support
City Secretary's Office
Office of Communications
Action Center
Knowledge Services

Financial and Management Resources

Municipal Court

Municipal Court

Strategic Support Team

Business Support
Geoprocessing
Information Services
Information Security
Communication Services
Network Services
Customer Support

Information Technology

Workforce Services

Employee Operations
Employee Services
Organizational Development
Risk Management

Strategic Support

Strategic Support is a group of internal service departments that provide the critical tools and resources which enable the City's front line departments. A police officer cannot be dispatched to a crime without the communications equipment operating properly. Firefighters that respond to a citizen's emergency have to be paid through a payroll system. City employees are hired to specific standards developed and maintained by the City's Workforce Services Department.

As the City Council and the community identified important priorities for our front line operations, they also emphasized the importance of our employees, our customer focus, our fiscal responsibility, and our ability to partner with other non-profits and governmental entities. They recognized that these values are all critical components to our organization's success. The failure of any one of these internal areas can significantly impact our ability to provide City service out in the field. They represent our values, ethics, and core services at the forefront of the City's basic service delivery model.

City departments like Workforce Services and Financial and Management Resources carry the banners for many of these values, but the focus on these core standards is the responsibility of every City department. All service teams have identified projects for next year that will emphasize these values.

Goals	Projects	Performance Measures
• Information is distributed internally and externally	• Expand Good Neighbor Program	• Ratio of schedule event to communication efforts covering the scheduled event. Target=1:1 • # of Entertainment District public participation meetings. Target=2 meetings (11/09 & 05/10)
• Information is distributed internally and externally	• Implement online open records request system	• # of web-based open records requests
• Information is distributed internally and externally	• Develop and implement a plan related to the end of Time Warner's Franchise Agreement	• Present Council with a broadcast plan for approval by the end of March 2010. Target = 80% complete • Implement broadcast plan to coincide with budget process for FY 2011 by June 2010.

Expand Good Neighbor Program

Target: 1:1

This project is intended to expand entertainment district neighborhood communication initiatives

Enhanced Broadcast Division

Target: Broadcast Plan to Council June 2010

Implement a City Council-approved solution for an enhanced broadcast division to meet the needs of the previous franchise agreement.

Action Center Productivity
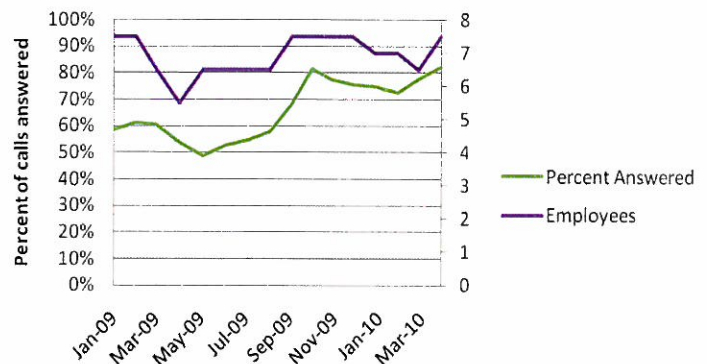
Broadcast Web Trends (Sessions)

Strategic Support

Customer Service

Goals	Projects	Performance Measures
• Business continuity and knowledge transfer	• Identify and document key work processes in each functional area to ensure business continuity and knowledge transfer.	• Identify 20% of key processes and document by year end.
• Develop strategic workforce plan	• Pilot plan for Water Utilities • Working with IT	• Complete pilot plan • Complete plan
• Provide outstanding customer service	• Conduct Operations Service Delivery Survey • Conduct two 1.5 day Customer Service Academy classes	• Achieve a cumulative annual response rate of 50% and a 70% satisfaction rate. • 100% - Complete two sessions

Business Continuity – Standard Operating Procedures

Target: September 30, 2010

Identified 4 key areas for standard operating procedures: Background processes, Benefits Enrollment, Job Requisitions, and Outdoor Festivals. Balance of work to be completed by year end. In the 2nd Qtr, Educational Assistance Program and Insurance Renewals were added to this list.

100% completion on the Water Utilities strategic workforce plan.

20% completion on the IT strategic workforce plan. To be completed by September 30, 2010.

Business Continuity Standard Operating Procedures
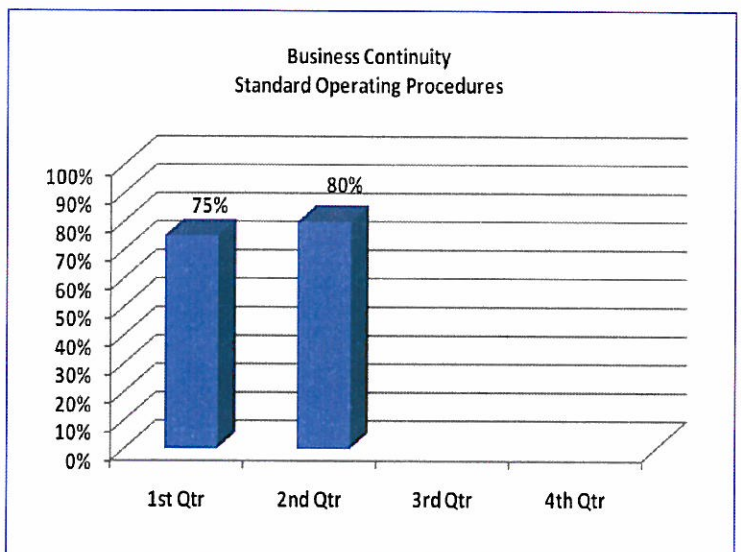
Provide outstanding customer service

Target: September 2010

The Customer Service Academy is a 1.5 day program that includes mystery shopping and is directed at employees who are already delivering customer service and are ready to take it to the next level. One class was completed in 1st Qtr, the second in 2nd Qtr. A third session has been added for the 4th Qtr.

Strategic Support

Customer Service

Goals	Projects	Performance Measures
• Maintaining local control of city property and regulatory authority	• Defend against federal and state preemption • Renew electric franchise	• Challenge FCC rulemaking • Lobby state legislature • Negotiate and approve renewal of electric franchise
• Improving customer service and efficient operations through technology	• City Code on-line codification • Document management system • e-Discovery	• Update electronic version of City Code and put on City web site • Procure document management system • Procure and implement e-discovery system

Defend against Federal and State Preemption

Target :   Challenge FCC rulemaking (Dec. 2010) and Lobby State Legislature (June 2011)

Declaratory action filed by Arlington in January 2010 challenging the jurisdiction of the FCC to establish a shot clock rule for processing of wireless antenna applications. City also joins coalition of cities to submit comments in FCC rulemaking regarding broadband industry attempt to limit or prohibit cities from receiving fair value for use of rights of way. Lobby State Legislature against similar efforts at the state level.

City Code on-line Codification

Target : Update electronic version of City Code and post on City Web Site (Feb. 2010)

Codification project completed January, 2010. Deployment to City Secretary and City Web Site is complete and available online.

Strategic Support

Goals	Projects	Performance Measures
· Operational excellence is achieved through assessment, training, and development initiatives	· Implement automated Employee Performance Management System	· 100% of system implemented to pilot group.
· Operational excellence is achieved through assessment, training, and development initiatives	· Wellness Programs	· Maintain FY10 medical claims and expenses for active employees at FY09 levels

Implement Automated Employee Performance Management System

Target: Completion of Phase II September 30, 2010

Phase 1 – Pilot group 100% implemented. Mid-year reviews – Jan through Feb.
Phase 2 – Implementation for Group 2 started in 2nd Qtr
Phase 3 – FY2011

Wellness Programs

Target: Maintain FY10 medical claims and expenses for active employees at FY09 levels

Introduced revised Wellness Program February 2010

Medical Expenses – Wellness Program Participants

Average/Member Plan Net Paid Medical

Year	Average/Member
2007	$2,323.21
2008	$1,684.11
2009	$1,561.53

Pharmacy Expenses- Wellness Program Participants

Average/Member Pharmacy

Year	Pharmacy Plan Net Paid	Scripts
2007	$831.47	16.14
2008	$507.12	11.2
2009	$534.41	10.33
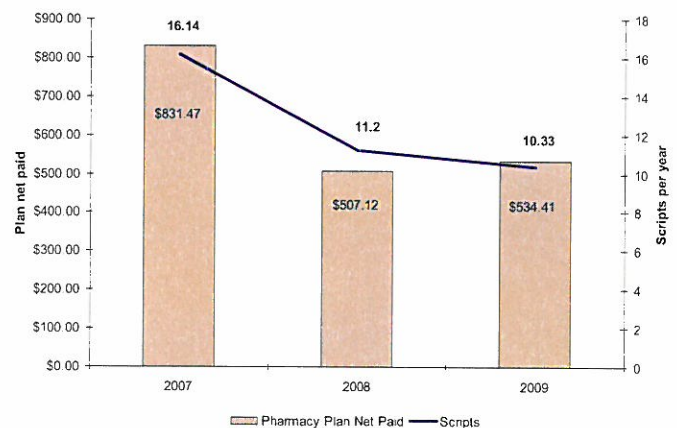
Strategic Support

Fiscal Stewardship

Goals	Projects	Performance Measures
· Provide and continuously improve financial and compliance standards	· Implement an organization-wide fiduciary training and enterprise risk management program	· % employees trained · Number of fiscal and economic updates provided for staff and Council
· Provide and continuously improve financial and compliance standards	· Develop a City-wide cash forecast	· Number of forecast updates · % of forecast on target
· Provide and continuously improve financial and compliance standards	· Identify opportunities for MWBE training and participation in City procurements	· Number of training opportunities for MWBE vendors
· Provide and continuously improve financial and compliance standards	· Revise Business Model for Knowledge Services	· Revenues meet expenditures
· Provide and continuously improve financial and compliance standards	· Partner with departments on Capital Budget/Capital Project Management Reporting	· % Complete
· Provide and continuously improve financial and compliance standards	· Outsource Accounts Payable Function	· # of electronic invoices processed

Implement an organization-wide fiduciary training and enterprise risk management program

Target: Complete by 2Q FY 10

Implement an organization-wide fiduciary training and enterprise risk management program

General Fund Revenues

	2Q Estimate	Year-End	% Variance
FY2006	175,679,369	178,595,595	1.66%
FY2007	185,921,038	185,568,890	-0.19%
FY2008	193,623,901	194,990,016	0.71%
FY2009	194,295,061	196,025,914	0.89%

General Fund Expenditures

	2Q Estimate	Year-End	% Variance
FY 2006	173,684,631	169,275,962	2.54%
FY 2007	191,086,974	188,155,162	1.53%
FY 2008	196,036,113	197,052,355	-0.52%
FY 2009	196,905,918	196,216,080	0.35%

Develop a City-wide cash forecast

Target: Complete

Debt Ratings - July 2009

	Tax-Supported	Water & Wastewater
Moody's	Aa2	Aa3
Standard & Poor's	AA+	AA+
Fitch	AA	AA+

Goals	Projects	Performance Measures
· Share resources and partner with other government and non-profit entities	· Develop partnerships with other entities to acquire goods and services at more advantageous costs	· Number of interlocal agreements
· Develop strategic processes	· Refine performance measure process and define best practices · Partner with area cities to share performance management program	· # of cities reviewed for performance measurement. Target=10 cities in region · # of meetings held with area cities. Target = 2

Develop partnerships with other entities to acquire goods and services at more advantageous costs

Target: Interlocal Partnerships

The City currently participates in 4 major Texas cooperative purchasing programs (including the State of Texas' own contracting initiative). Additionally, the City is partnered with multiple other municipalities for the purpose of joint-contracting. A large partner in this endeavor is the City of Fort Worth. AISD is currently in talks to identify opportunities as well.
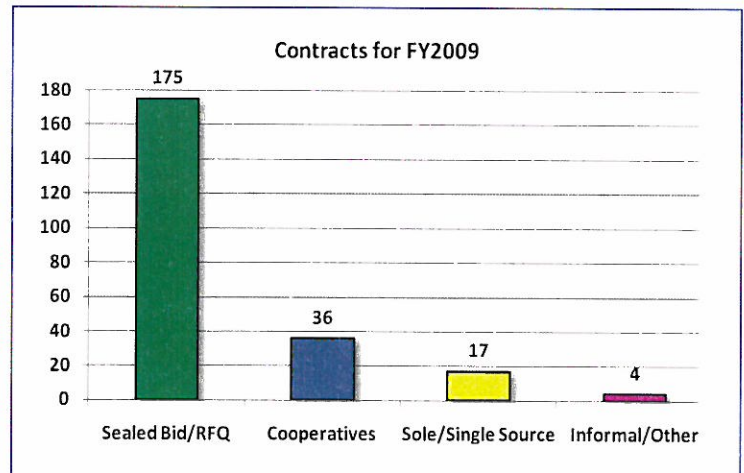
Contracts for FY2009

Category	Value
Sealed Bid/RFQ	175
Cooperatives	36
Sole/Single Source	17
Informal/Other	4

Strategic Support

IT systems, data, and communication are available to all users at all times

Goals	Projects	Performance Measures
• Customer concerns are resolved in a timely and efficient manner	• Information Technology Customer Satisfaction Survey	• Achieve 85% overall rating of "good" or "excellent".
• Provide continuous improvements to technology needs	• AMANDA Animal Control (AMANDA Phase III)	• 100% complete on or before 9/30/2010.
• Provide continuous improvements to technology needs	• AMANDA Fire (AMANDA Phase III)	• 100% complete on or before 11/1/2009.
• Provide continuous improvement to technology needs	• Office 2007 Upgrade	• 100% complete on or before 5/31/2010
• City equipment and data is secure and recoverable	• Password Management	• Reduce requests for password reset/unlock by 50%
• Provide continuous improvements to technology needs	• Virtual Maps Enhancement	• 100% complete on or before 9/30/2010
• Voice and data communications are available to support city operations	• City-wide Implementation of VoIP	• Network design and implementation plan completed. Network upgrades 30 % complete and implementation of 400 of the city's 2100 phones.
• City equipment is secure and recoverable	• Backup Data Center/Disaster Recovery Facility	• Physical construction of the facility 75% complete in FY2010
• City equipment is secure and recoverable	• Redesign IT Security Policy	• % of policy redesign complete

Customer Satisfaction Survey

Target: 85% Good

This survey is administered to the organization and rates the level of service received for voice, database, web project management, GIS, hardware/software orders, server support, application support, and desktop support services.

IT Customer Satisfaction

Strategic Support

IT systems, data, and communication are available to all users at all times

Goals	Projects	Performance Measures
• Provide continuous improvement to technology needs	• Lawson 9.0 Upgrade	• 100% complete on or before 5/31/2010.
• Provide continuous improvements to technology needs	• E-Discovery/Electronic Data De-duplication	• Vendor/Platform selected and procurement completed. 80% total project completion.
• Provide continuous improvements to technology needs	• Implement Logical Classification System	• % of departments implementing logical classification system. Target: 25% • % of City electronic files transferred into logical classification system. Target: 10%
• Provide continuous improvements to technology needs	• Install Smart Podium in CBR	• % Complete

Lawson 9.0 Upgrade
Target: May 31, 2010

This upgrade will bring our HR/Payroll and Financial systems in line with the most current software releases offered by Lawson Software, Inc. The upgrade provides enhancements and supports the single sign-on security model.

E-Discovery/Electronic Data De-duplication
Target: December 2010

This project will provide the hardware and software required to search and capture electronic documents across multiple platforms including file shares, E-mail and SharePoint as required for litigation and open records requests. It will also enable records retention schedules to be placed on electronic data to ensure the City is in compliance with state and federal records retention laws in support of Management Resources Enterprise Document Management project. The retention schedules would prevent documents from being deleted prematurely and purge records that have fulfilled the retention requirements. The city's electronic data will be indexed and duplicate data eliminated reducing our electronic storage requirements and costs.

Closed Workorders

Year	Number of Workorders
2007	15403
2008	17390
2009	18822

Strategic Support

Goals	Projects	Performance Measures
• The City will keep down energy costs, encourage conservation and energy sustainability	• Extend electric energy supply contract • Renewable energy diversity • e:so energy portal • Reduce electric market power abuse • Renew gas RRM process	• Negotiate and approve extension to electric supply contract for 2014-2015. • Purchase/renew REC's beyond 2010. • Fix, implement and re-train City users on e:so electric portal. • Lobby to reduce market power abuse during 2011 State Legislative session. • Negotiate and approve gas rate review mechanism (RRM) process.

Renewable Energy Diversity

Target: Purchase/renew renewable energy credits (Nov. 2010)

Analyze market trends and cap and trade or carbon tax legislation in Congress. Diversify energy portfolio, including renewable energy options. Extend beyond 2014.

Electricity Consumption for City of Arlington

Year	Annual kWh usage (millions)
2007	78.2
2008	71.2
2009	79.4
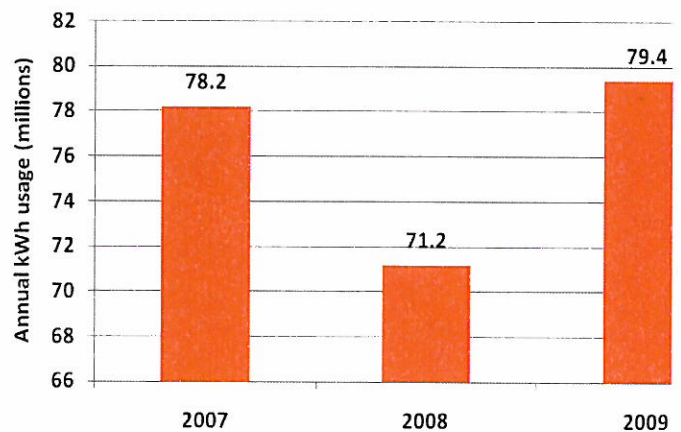
Strategic Support

The City of Arlington Municipal Court, Judiciary, and City Attorney's Office system provides fair treatment of all clients

Goals	Projects	Performance Measures
• Laws that contribute to community well-being are vigorously enforced	• Fill arbitration attorney position on employee discipline cases; position filled February 23, 2010	• Fill remaining attorney vacancies
• Laws that contribute to community well-being are vigorously enforced	• Redistricting of City Council Places following 2010 Census	• Analyze and approve a redistricting plan for 2012 City Council elections
• Provide for economic development of community	• Completion of Ballpark land swaps; completed, although ROW and easement ownership "clean-up" continues on an as needed basis • Special events permitting • Interlocal public safety assistance agreements	• Convey and receive properties by December 2010 • Ordinance consolidated and streamlined by May 2010 • Negotiate and approve interlocal public safety assistance agreements by December 2010
• Enhance employment opportunities	• Day labor center; UTA seeking grants for joint UTA/City project to address issues	• Survey, resource, and site day labor center
• Provide for economic development of community	College Town; drafted and assisted with negotiation of Master Agreement, Plaza Easement, temporary construction easements, and construction documents for the College Town Project with UTA. Documents have been finalized and executed by the parties.	• Drafting and legal review of College Town project

Special Events Permitting
Target : August 2010

Draft consolidated streamlined events permitting ordinance and circulate for comment. Secure approval from City Council. (Ordinance drafted and being reviewed by Planning Department.)

Develop Interlocal Public Safety Assistance Agreements
Target: Negotiate and approve agreements by July 2010

Form events public safety task force, including legal. Negotiate and draft interlocal public safety assistance. On-going via twice monthly meetings of Regional Legal Action Team. Draft 3 of the mutual aid agreement for Super Bowl Public Safety services is in process.

Strategic Support

The City's Municipal Court, Judiciary, and City Attorney's Office system provides fair and timely treatment of all clients.

Goals	Projects	Performance Measures
• Ensure timely compliance with municipal legal regulations. • To provide access and fairness to all.	• Replace current analog court recording system with a state of the art digital electronic system in 3 of 5 courtrooms. • Install additional video surveillance cameras in the Court for improved fiscal accountability and safety . • Fully implement the INCODE court management system.	• Court cases Filed • Court Revenues Collected • Number of Warrants Issued

Projects: Replace current analog court recording system.

Target : September 2010

3 of 5 courtrooms will be retrofitted with state of the art digital recording systems to allow for greater compliance with state mandated requirements for maintenance of court records.

Projects: Install additional video surveillance cameras in the Court.   for improved fiscal accountability and court room security .

Target : December 2010

To improve courtroom security and provide fiscal accountability.

Projects: Fully implement INCODE court management system.

Target : November 2010

Online capabilities will be implemented to allow greater access to the court system by the public. "Scofflaw" implementation in coordination with TX DOT will deny renewal of vehicle registration for warrants. This will improve violator accountability.
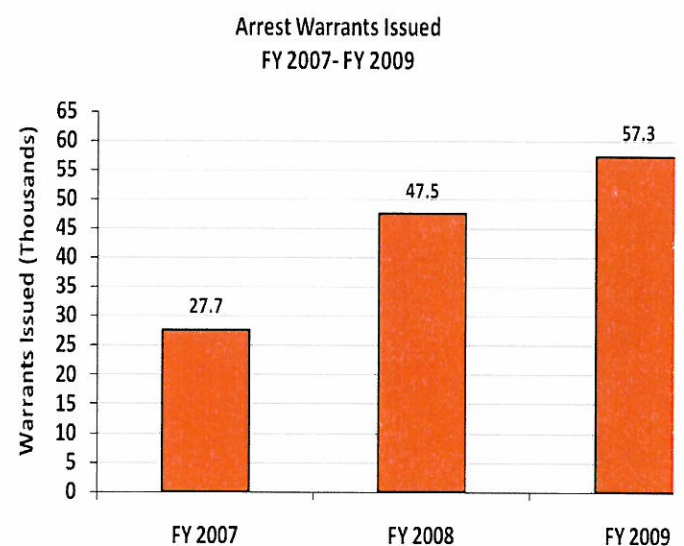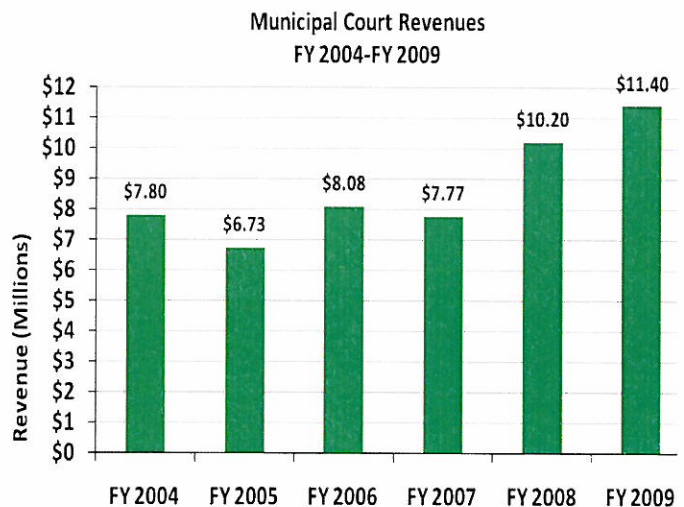
Municipal Court Revenues FY 2004-FY 2009

FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
$7.80	$6.73	$8.08	$7.77	$10.20	$11.40

Arrest Warrants Issued FY 2007- FY 2009

FY 2007	FY 2008	FY 2009
27.7	47.5	57.3

FY 2010 2nd Qtr BAR

Account Category Summary	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
Salaries & Benefits	520,667	465,820	464,592	1,228	99.7%
Supplies & Maintenance	19,663	22,167	22,167	0	100.0%
Travel/Training/Memb	3,108	3,485	3,485	0	100.0%
Capital Outlay	0	0	0	0	
Total	543,438	491,472	490,244	1,228	99.8%

Internal Audit

Account	Description	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
50000	Salaries: Supervision	104,898	101,374	103,353	(1,979)	102.0%
50001	Salaries: Clerical & Prof	28,263	0	0	0	
50002	Salaries: Operations	252,237	246,981	249,310	(2,329)	100.9%
50003	Salaries: Other	0	0	0	0	
50004	Benefits: Longevity/Stability	3,174	2,231	2,231	0	100.0%
50005	Salaries: Part-time And Hourly	0	5,000	0	5,000	0.0%
50006	Salaries: Overtime	12	0	0	0	
50010	Salaries: Terminal Pay	15,483	0	0	0	
55000	Benefits : Worker's Comp	5,011	4,689	4,689	0	100.0%
55001	Benefits : Employee Retirement	63,012	58,061	58,794	(732)	101.3%
55002	Benefits : Disability Inc Plan	2,428	2,160	2,238	(79)	103.7%
55003	Benefits : Employee Insurance	29,549	28,875	30,333	(1,458)	105.0%
55004	Benefits : Part-time Pension Pl	0	165	0	165	0.0%
55005	Benefits : Medicare	5,677	5,123	5,227	(104)	102.0%
55008	Benefits : Thrift Plan	5,123	5,241	2,835	2,406	54.1%
55009	Benefits : Car Allowance	5,220	5,200	5,220	(20)	100.4%
55010	Benefits : Phone Allowance	581	720	362	358	50.2%
	Salary & Benefits Totals	**520,667**	**465,820**	**464,592**	**1,228**	**99.7%**
60000	Office Supplies	1,137	1,212	1,212	0	100.0%
60010	Education & Recreation Supplies	26	0	0	0	
60017	Office Furniture/Equipment	36	0	0	0	
67000	General Services Charges	978	1,637	1,637	0	100.0%
67001	Data Processing Charges	0	0	0	0	
67002	T.S. Infrastructure Charges	8,688	7,790	7,790	0	100.0%
67007	Radio Systems Charges	2,721	4,450	4,450	0	100.0%
67008	Telephone Service Charges	6,077	7,078	7,078	0	100.0%
	Supplies & Maintenance Totals	**19,663**	**22,167**	**22,167**	**0**	**100.0%**
66001	Travel/Training-Non Metroplex	30	0	0	0	
66002	Travel/Training-Metroplex	1,708	1,915	1,915	0	100.0%
66003	Membership	1,370	1,570	1,570	0	100.0%
	Travel/Training/Mem Totals	**3,108**	**3,485**	**3,485**	**0**	**100.0%**
	DEPARTMENT TOTAL	**543,438**	**491,472**	**490,244**	**1,228**	**99.8%**

FY 2010 2nd Qtr BAR

Account Category Summary	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
Salaries & Benefits	3,372,535	3,315,450	3,306,555	8,895	99.7%
Supplies & Maintenance	240,040	363,002	350,971	12,031	96.7%
Travel/Training/Memb	27,173	26,690	26,690	0	100.0%
Capital Outlay	0	0	0	0	
Total	3,639,748	3,705,142	3,684,216	20,926	99.4%

CITY ATTORNEY'S OFFICE

Account	Description	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
50000	Salaries: Supervision	541,673	523,478	533,696	(10,218)	102.0%
50001	Salaries: Clerical & Prof	380,448	373,672	380,975	(7,302)	102.0%
50002	Salaries: Operations	1,635,495	1,634,905	1,619,202	15,703	99.0%
50004	Benefits: Longevity/Stability	42,274	36,441	45,069	(8,628)	123.7%
50006	Salaries: Overtime	0	5,088	0	5,088	0.0%
50008	Salaries: P/T Seasonal	5,030	0	0	0	
50009	Salaries: Language Pay	2,467	1,800	4,128	(2,328)	229.3%
50010	Salaries: Terminal Pay	59,280	0	0	0	
55000	Benefits : Worker's Comp	33,339	33,423	33,423	0	100.0%
55001	Benefits : Employee Retirement	411,016	422,778	423,581	(803)	100.2%
55002	Benefits : Disability Inc Plan	16,199	15,700	15,928	(228)	101.4%
55003	Benefits : Employee Insurance	145,048	157,393	147,915	9,479	94.0%
55005	Benefits : Medicare	32,201	36,715	37,567	(852)	102.3%
55006	Benefits : Skl/Vac Sellback	6,629	12,147	6,218	5,929	51.2%
55008	Benefits : Thrift Plan	52,534	53,209	51,078	2,131	96.0%
55009	Benefits : Car Allowance	5,220	5,200	5,220	(20)	100.4%
55010	Benefits : Phone Allowance	3,683	3,500	2,556	944	73.0%
	Salary & Benefits Totals	**3,372,535**	**3,315,450**	**3,306,555**	**8,895**	**99.7%**
60000	Office Supplies	12,160	29,786	29,786	0	100.0%
60002	Supplies/Computer Software	0	1,769	2,400	(631)	135.7%
60015	Library Books	34,954	32,700	36,200	(3,500)	110.7%
60016	Supplies/Computer Hardware	536	2,496	2,438	58	97.7%
60017	Office Furniture/Equipment	0	4,613	4,613	0	100.0%
61000	Rental	938	669	732	(63)	109.4%
61002	Special Services	23,029	49,000	49,000	0	100.0%
61003	Legal Services	32,869	81,226	65,059	16,167	80.1%
61029	Court Costs & Jury Fees	(10)	3,648	3,648	0	100.0%
63115	Maint Of Office Equipment	0	2,000	2,000	0	100.0%
65101	Advertising	15	150	150	0	100.0%
67000	General Services Charges	23,580	44,670	44,670	0	100.0%
67002	T.S. Infrastructure Charges	62,709	36,536	36,536	0	100.0%
67007	Radio Systems Charges	21,569	20,634	20,634	0	100.0%
67008	Telephone Service Charges	27,693	53,105	53,105	0	100.0%
	Supplies & Maintenance Totals	**240,040**	**363,002**	**350,971**	**12,031**	**96.7%**
66001	Travel/Training-Non Metroplex	13,162	11,940	11,940	0	100.0%
66002	Travel/Training-Metroplex	5,292	4,429	4,429	0	100.0%
66003	Membership	8,718	10,321	10,321	0	100.0%
	Travel/Training/Mem Totals	**27,173**	**26,690**	**26,690**	**0**	**100.0%**
	DEPARTMENT TOTAL	**3,639,748**	**3,705,142**	**3,684,216**	**20,926**	**99.4%**

FY 2010 2nd Qtr BAR

Account Category Summary	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
Salaries & Benefits	928,999	896,373	855,495	40,878	95.4%
Supplies & Maintenance	51,170	84,569	87,319	(2,750)	103.3%
Travel/Training/Memb	37,323	46,056	35,304	10,752	76.7%
Capital Outlay	0	0	0	0	
Total	1,017,492	1,026,998	978,118	48,879	95.2%

CMO and Mayor & Council

Account	Description	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
50000	Salaries: Supervision	690,419	667,538	607,950	59,588	91.1%
50004	Benefits: Longevity/Stability	9,592	10,043	8,684	1,359	86.5%
50005	Salaries: Part-time And Hourly	22,200	22,680	22,200	480	97.9%
55000	Benefits : Worker's Comp	9,272	8,812	9,105	(293)	103.3%
55001	Benefits : Employee Retirement	112,147	113,453	108,382	5,072	95.5%
55002	Benefits : Disability Inc Plan	4,384	4,138	4,342	(204)	104.9%
55003	Benefits : Employee Insurance	20,654	20,755	17,403	3,352	83.9%
55004	Benefits : Part-time Pension Pl	974	1,078	857	221	79.5%
55005	Benefits : Medicare	8,724	9,679	9,682	(3)	100.0%
55006	Benefits : Skl/Vac Sellback	5,573	0	14,883	(14,883)	
55008	Benefits : Thrift Plan	14,529	12,366	19,012	(6,645)	153.7%
55009	Benefits : Car Allowance	21,683	18,130	21,683	(3,553)	119.6%
55010	Benefits : Phone Allowance	8,847	7,700	11,311	(3,611)	146.9%
	Salary & Benefits Totals	**928,999**	**896,373**	**855,495**	**40,878**	**95.4%**
61002	Special Services	0	0	2,500	(2,500)	
62000	Telephone Service	5,321	5,260	5,510	(250)	104.8%
67002	T.S. Infrastructure Charges	21,990	30,378	30,378	0	100.0%
67003	Building Maintenance Charges	0	0	0	0	
67004	Fleet Rental Charges	0	6,483	6,483	0	100.0%
67005	Fleet Fuel Charges	0	1,146	1,146	0	100.0%
67006	Fleet Accident Losses	0	0	0	0	
67007	Radio Systems Charges	11,817	12,220	12,220	0	100.0%
67008	Telephone Service Charges	12,042	29,082	29,082	0	100.0%
	Supplies & Maintenance Totals	**51,170**	**84,569**	**87,319**	**(2,750)**	**103.3%**
66001	Travel/Training-Non Metroplex	24,332	34,540	24,332	10,208	70.4%
66002	Travel/Training-Metroplex	2,992	4,015	2,782	1,233	69.3%
66003	Membership	9,999	7,501	8,190	(689)	109.2%
	Travel/Training/Mem Totals	**37,323**	**46,056**	**35,304**	**10,752**	**76.7%**
	DEPARTMENT TOTAL	**1,017,492**	**1,026,998**	**978,118**	**48,879**	**95.2%**

FY 2010 2nd Qtr BAR

Account Category Summary	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
Salaries & Benefits	5,330,605	5,329,648	5,239,717	89,931	98.3%
Supplies & Maintenance	2,573,671	2,518,572	2,360,613	157,959	93.7%
Travel/Training/Memb	47,031	63,246	52,809	10,437	83.5%
Capital Outlay	9,200	0	0	0	
Total	7,960,507	7,911,466	7,653,139	258,327	96.7%

Financial and Management Resources

Account	Description	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
50000	Salaries: Supervision	993,431	1,005,018	1,027,682	(22,665)	102.3%
50001	Salaries: Clerical & Prof	1,089,632	962,012	856,986	105,026	89.1%
50002	Salaries: Operations	1,929,142	1,974,528	1,976,038	(1,510)	100.1%
50004	Benefits: Longevity/Stability	64,302	52,982	67,956	(14,974)	128.3%
50005	Salaries: Part-time And Hourly	65,668	65,796	93,977	(28,181)	142.8%
50006	Salaries: Overtime	9,221	30,096	4,326	25,770	14.4%
50008	Salaries: P/T Seasonal	8,966	10,341	19,207	(8,866)	185.7%
50009	Salaries: Language Pay	2,459	3,452	2,855	597	82.7%
50010	Salaries: Terminal Pay	13,707	0	0	0	
50021	Salaries: Contract Labor	11,635	0	41,846	(41,846)	
55000	Benefits : Worker's Comp	52,629	53,341	53,341	0	100.0%
55001	Benefits : Employee Retirement	640,097	684,350	649,087	35,263	94.8%
55002	Benefits : Disability Inc Plan	25,169	25,355	23,544	1,810	92.9%
55003	Benefits : Employee Insurance	284,646	311,910	279,812	32,099	89.7%
55004	Benefits : Part-time Pension Pl	292	2,993	393	2,600	13.1%
55005	Benefits : Medicare	55,936	59,299	58,904	395	99.3%
55006	Benefits : Skl/Vac Sellback	8,720	5,350	7,557	(2,207)	141.3%
55008	Benefits : Thrift Plan	62,184	65,675	62,876	2,799	95.7%
55009	Benefits : Car Allowance	5,220	10,400	5,220	5,180	50.2%
55010	Benefits : Phone Allowance	7,551	6,750	8,109	(1,359)	120.1%
	Salary & Benefits Totals	**5,330,605**	**5,329,648**	**5,239,717**	**89,931**	**98.3%**
60000	Office Supplies	43,180	53,889	40,702	13,187	75.5%
60002	Supplies/Computer Software	5,042	1,500	1,811	(311)	120.7%
60003	Clothing Supplies	0	0	183	(183)	
60010	Education & Recreation Supplies	2,673	5,032	5,771	(739)	114.7%
60014	Other Supplies	8,693	4,400	5,200	(800)	118.2%
60016	Supplies/Computer Hardware	4,569	0	1,137	(1,137)	
60017	Office Furniture/Equipment	16,660	8,646	22,950	(14,304)	265.4%
60021	Cost Of Food & Beverage	17,015	19,278	14,656	4,622	76.0%
60022	Noncapital Equipment	618	1,000	1,000	0	100.0%
61000	Rental	3,021	6,490	1,810	4,680	27.9%
61002	Special Services	1,677,269	1,626,786	1,743,784	(116,998)	107.2%
61003	Legal Services	0	312	0	312	0.0%
61005	Elections	292,633	311,601	130,000	181,601	41.7%
62000	Telephone Service	7,992	14,587	16,949	(2,362)	116.2%
63114	Maint Of Motor Vehicles	391	3,843	0	3,843	0.0%
63115	Maint Of Office Equipment	137	0	0	0	
63116	Maint Of Other Equipment	1,334	2,500	1,740	760	69.6%
63142	Maint Of Software	14,982	19,550	19,540	10	99.9%
65101	Advertising	19,322	15,161	11,750	3,411	77.5%
65500	Other Sundry Charges	8,753	12,487	9,925	2,562	79.5%
67000	General Services Charges	180,205	182,922	178,117	4,805	97.4%
67002	T.S. Infrastructure Charges	111,128	83,685	8,685	75,000	10.4%

Financial and Management Resources

Account	Description	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
67004	Fleet Rental Charges	11,995	4,754	4,754	0	100.0%
67005	Fleet Fuel Charges	3,331	601	601	0	100.0%
67007	Radio Systems Charges	42,972	54,898	54,898	0	100.0%
67008	Telephone Service Charges	81,325	84,650	84,650	0	100.0%
	Supplies & Maintenance Totals	2,573,671	2,518,572	2,360,613	157,959	93.7%
66001	Travel/Training-Non Metroplex	31,983	42,184	34,812	7,372	82.5%
66002	Travel/Training-Metroplex	4,090	9,693	6,499	3,194	67.0%
66003	Membership	10,959	11,369	11,498	(129)	101.1%
	Travel/Training/Mem Totals	47,031	63,246	52,809	10,437	83.5%
	DEPARTMENT TOTAL	7,960,507	7,911,466	7,653,139	258,327	96.7%

FY 2010 2nd Qtr BAR

Account Category Summary	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
Salaries & Benefits	3,558,496	3,465,317	3,467,365	(2,048)	100.1%
Supplies & Maintenance	1,159,038	1,286,800	1,299,508	(12,708)	101.0%
Travel/Training/Memb	181,883	249,117	228,094	21,023	91.6%
Capital Outlay	0	0	0	0	
Total	4,899,417	5,001,234	4,994,967	6,267	99.9%

Non-Departmental

Account	Description	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
50010	Salaries: Terminal Pay	1,355,157	1,132,508	974,121	158,387	86.0%
55001	Benefits : Employee Retirement	0	168,517	158,879	9,638	94.3%
55002	Benefits : Disability Inc Plan	0	7,022	6,039	983	86.0%
55003	Benefits : Employee Insurance	2,061,773	2,000,000	2,172,635	(172,635)	108.6%
55005	Benefits : Medicare	0	16,421	14,125	2,296	86.0%
55007	Benefits : ICMA Contributions	141,566	140,849	141,566	(717)	100.5%
	Salary & Benefits Totals	**3,558,496**	**3,465,317**	**3,467,365**	**(2,048)**	**100.1%**
60000	Office Supplies	2,944	0	0	0	
60010	Education & Recreation Supplies	282	0	0	0	
60014	Other Supplies	10	18,500	18,500	0	100.0%
60021	Cost Of Food & Beverage	9,730	22,691	22,691	0	100.0%
61000	Rental	42	0	0	0	
61002	Special Services	358,774	580,000	590,865	(10,865)	101.9%
61006	Other Misc Services	700	0	0	0	
62001	Electric Service	677,201	580,972	580,972	0	100.0%
62002	Gas Service	24,251	26,085	26,085	0	100.0%
62003	Water,Sewer & Garbage Service	38,610	58,552	58,552	0	100.0%
63142	Maint Of Software	44,652	0	0	0	
67000	General Services Charges	1,843	0	1,843	(1,843)	
	Supplies & Maintenance Totals	**1,159,038**	**1,286,800**	**1,299,508**	**(12,708)**	**101.0%**
66001	Travel/Training-Non Metroplex	31,332	37,983	37,983	0	100.0%
66002	Travel/Training-Metroplex	2,305	26,023	5,000	21,023	19.2%
66003	Membership	148,246	185,111	185,111	0	100.0%
	Travel/Training/Mem Totals	**181,883**	**249,117**	**228,094**	**21,023**	**91.6%**
	DEPARTMENT TOTAL	**4,899,417**	**5,001,234**	**4,994,967**	**6,267**	**99.9%**

FY 2010 2nd Qtr BAR

Account Category Summary	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
Salaries & Benefits	1,835,517	1,702,644	1,632,387	70,257	95.9%
Supplies & Maintenance	795,587	1,164,959	1,230,258	(65,299)	105.6%
Travel/Training/Memb	18,813	29,201	29,201	0	100.0%
Capital Outlay	0	0	0	0	
Total	2,649,917	2,896,804	2,891,846	4,958	99.8%

Workforce Services

Account	Description	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
50000	Salaries: Supervision	478,514	465,104	392,951	72,153	84.5%
50001	Salaries: Clerical & Prof	103,434	96,973	101,919	(4,946)	105.1%
50002	Salaries: Operations	794,038	723,696	739,928	(16,233)	102.2%
50004	Benefits: Longevity/Stability	22,731	19,341	18,475	866	95.5%
50005	Salaries: Part-time And Hourly	12,786	14,915	11,000	3,915	73.8%
50006	Salaries: Overtime	73	2,622	77	2,545	2.9%
50009	Salaries: Language Pay	1,205	1,200	1,205	(5)	100.4%
50010	Salaries: Terminal Pay	29,998	0	0	0	
50021	Salaries: Contract Labor	1,961	0	0	0	
55000	Benefits : Worker's Comp	18,101	16,771	16,771	0	100.0%
55001	Benefits : Employee Retirement	222,597	214,451	208,640	5,811	97.3%
55002	Benefits : Disability Inc Plan	8,671	7,970	7,792	178	97.8%
55003	Benefits : Employee Insurance	90,410	91,088	85,567	5,520	93.9%
55005	Benefits : Medicare	19,236	18,643	18,435	208	98.9%
55006	Benefits : Skl/Vac Sellback	0	0	634	(634)	
55008	Benefits : Thrift Plan	25,939	24,070	23,085	985	95.9%
55009	Benefits : Car Allowance	5,220	5,200	5,220	(20)	100.4%
55010	Benefits : Phone Allowance	602	600	602	(2)	100.4%
55999	Payroll Non Cash Exp	0	0	84	(84)	
	Salary & Benefits Totals	**1,835,517**	**1,702,644**	**1,632,387**	**70,257**	**95.9%**
60000	Office Supplies	11,951	19,344	10,159	9,185	52.5%
60002	Supplies/Computer Software	0	0	9,185	(9,185)	
60016	Supplies/Computer Hardware	1,647	0	322	(322)	
60017	Office Furniture/Equipment	918	0	1,171	(1,171)	
60021	Cost Of Food & Beverage	1,931	3,535	3,535	0	100.0%
61002	Special Services	203,089	440,956	470,092	(29,136)	106.6%
64000	Insurance	214,237	222,909	222,909	0	100.0%
65101	Advertising	5,835	13,525	13,525	0	100.0%
65500	Other Sundry Charges	255,715	336,382	371,052	(34,670)	110.3%
67000	General Services Charges	49,255	56,895	56,895	0	100.0%
67002	T.S. Infrastructure Charges	23,422	28,449	28,449	0	100.0%
67007	Radio Systems Charges	14,391	14,475	14,475	0	100.0%
67008	Telephone Service Charges	13,196	28,489	28,489	0	100.0%
	Supplies & Maintenance Totals	**795,587**	**1,164,959**	**1,230,258**	**(65,299)**	**105.6%**
66001	Travel/Training-Non Metroplex	8,028	11,963	15,063	(3,100)	125.9%
66002	Travel/Training-Metroplex	6,814	11,185	9,135	2,050	81.7%
66003	Membership	3,972	6,053	5,003	1,050	82.7%
	Travel/Training/Mem Totals	**18,813**	**29,201**	**29,201**	**0**	**100.0%**
	DEPARTMENT TOTAL	**2,649,917**	**2,896,804**	**2,891,846**	**4,958**	**99.8%**

FY 2010 2nd Quarter Revenue Projections
General Fund - Workforce Services

REVENUE ACCOUNT	DESCRIPTION	BUDGET	YTD (Per 6)	FY 2010 Estimate	FY 2011 Estimate	Notes
46400	RISK MGMT-DAMAGES	120,000	35,673	120,000	120,000	Per Leeann's e-mail of 5-19-10.
Totals		197,025,661	119,312,582	120,000	120,000	

FY 2010 2nd Qtr BAR

Account Category Summary	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
Salaries & Benefits	2,819,131	2,994,374	2,842,118	152,256	94.9%
Supplies & Maintenance	1,025,843	1,242,380	1,240,796	1,584	99.9%
Travel/Training/Memb	30,890	68,436	66,891	1,545	97.7%
Capital Outlay	104,951	0	0	0	
Total	3,980,815	4,305,190	4,149,806	155,384	96.4%

IT - General Fund

Account	Description	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
50000	Salaries: Supervision	279,907	593,316	785,491	(192,175)	132.4%
50001	Salaries: Clerical & Prof	40,252	67,148	37,351	29,796	55.6%
50002	Salaries: Operations	1,833,359	1,610,513	1,354,185	256,327	84.1%
50004	Benefits: Longevity/Stability	35,187	38,840	23,687	15,153	61.0%
50006	Salaries: Overtime	7,338	4,400	7,247	(2,847)	164.7%
50009	Salaries: Language Pay	602	1,200	601	599	50.1%
50010	Salaries: Terminal Pay	6,085	1,200	0	1,200	0.0%
50013	Salaries: Shift Differential	3,013	3,001	3,013	(12)	100.4%
50021	Salaries: Contract Labor	8,275	0	0	0	
55000	Benefits : Worker's Comp	27,863	29,622	29,622	0	100.0%
55001	Benefits : Employee Retirement	341,636	381,930	372,681	9,249	97.6%
55002	Benefits : Disability Inc Plan	13,618	14,081	13,717	364	97.4%
55003	Benefits : Employee Insurance	133,734	155,544	121,091	34,453	77.9%
55005	Benefits : Medicare	28,617	32,928	32,261	667	98.0%
55006	Benefits : Skl/Vac Sellback	8,050	11,810	6,275	5,535	53.1%
55008	Benefits : Thrift Plan	40,938	37,426	41,317	(3,891)	110.4%
55009	Benefits : Car Allowance	5,220	5,240	5,220	20	99.6%
55010	Benefits : Phone Allowance	5,435	6,177	8,077	(1,900)	130.8%
55999	Payroll Non Cash Exp	0	0	282	(282)	
	Salary & Benefits Totals	**2,819,131**	**2,994,374**	**2,842,118**	**152,256**	**94.9%**
60000	Office Supplies	21,182	26,434	16,916	9,518	64.0%
60002	Supplies/Computer Software	27,139	33,525	33,895	(370)	101.1%
60010	Education & Recreation Supplies	169	4,162	2,855	1,307	68.6%
60016	Supplies/Computer Hardware	7,014	11,916	26,042	(14,126)	218.5%
60021	Cost Of Food & Beverage	335	780	780	0	100.0%
61000	Rental	279	216	378	(162)	175.0%
61002	Special Services	341,037	626,357	536,110	90,247	85.6%
61006	Other Misc Services	0	0	69,000	(69,000)	
62000	Telephone Service	4,774	2,399	1,856	543	77.4%
63102	Maint Of Computer Equipment	9,830	0	12,000	(12,000)	
63115	Maint Of Office Equipment	35,857	33,398	33,398	0	100.0%
63142	Maint Of Software	172,664	194,026	194,026	0	100.0%
67000	General Services Charges	12,068	6,160	10,533	(4,373)	171.0%
67002	T.S. Infrastructure Charges	160,753	172,666	172,666	0	100.0%
67007	Radio Systems Charges	41,179	55,855	55,855	0	100.0%
67008	Telephone Service Charges	191,564	74,486	74,486	0	100.0%
	Supplies & Maintenance Totals	**1,025,843**	**1,242,380**	**1,240,796**	**1,584**	**99.9%**
66001	Travel/Training-Non Metroplex	18,524	32,060	28,446	3,614	88.7%
66002	Travel/Training-Metroplex	10,922	32,171	34,595	(2,424)	107.5%
66003	Membership	1,444	4,205	3,850	355	91.6%
	Travel/Training/Mem Totals	**30,890**	**68,436**	**66,891**	**1,545**	**97.7%**
	DEPARTMENT TOTAL	**3,980,815**	**4,305,190**	**4,149,806**	**155,384**	**96.4%**

FY 2010 2nd Qtr BAR

Account Category Summary	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
Salaries & Benefits	1,657,675	1,811,494	1,759,976	51,518	97.2%
Supplies & Maintenance	3,391,692	4,112,375	4,159,319	(46,944)	101.1%
Travel/Training/Memb	2,609	40,201	44,020	(3,819)	109.5%
Capital Outlay	(334,690)	140,000	140,000	0	100.0%
Total	4,717,286	6,104,070	6,103,315	755	100.0%

IT - Internal Service Fund

Account	Description	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
50002	Salaries: Operations	1,271,668	1,375,294	1,330,425	44,868	96.7%
50004	Benefits: Longevity/Stability	8,825	5,892	9,742	(3,850)	165.3%
50006	Salaries: Overtime	0	0	332	(332)	
50010	Salaries: Terminal Pay	1,100	0	0	0	
55000	Benefits : Worker's Comp	16,539	18,154	18,154	0	100.0%
55001	Benefits : Employee Retirement	199,201	227,882	220,717	7,165	96.9%
55002	Benefits : Disability Inc Plan	7,960	8,527	8,409	118	98.6%
55003	Benefits : Employee Insurance	93,870	110,590	109,660	930	99.2%
55005	Benefits : Medicare	17,937	19,942	19,606	336	98.3%
55006	Benefits : Skl/Vac Sellback	2,312	5,138	1,110	4,028	21.6%
55008	Benefits : Thrift Plan	27,109	28,074	30,167	(2,093)	107.5%
55010	Benefits : Phone Allowance	11,154	12,002	11,653	349	97.1%
	Salary & Benefits Totals	**1,657,675**	**1,811,494**	**1,759,976**	**51,518**	**97.2%**
60000	Office Supplies	23,860	23,252	23,185	67	99.7%
60002	Supplies/Computer Software	26,124	31,406	34,984	(3,578)	111.4%
60014	Other Supplies	136	0	608	(608)	
60016	Supplies/Computer Hardware	572	95,457	130,000	(34,543)	136.2%
60021	Cost Of Food & Beverage	0	0	51	(51)	
61000	Rental	67,468	66,889	66,537	352	99.5%
61002	Special Services	155,536	115,889	195,889	(80,000)	169.0%
61006	Other Misc Services	0	0	70,585	(70,585)	
62000	Telephone Service	516,378	564,619	455,469	109,150	80.7%
63102	Maint Of Computer Equipment	66,965	411,892	411,892	0	100.0%
63115	Maint Of Office Equipment	236,319	265,270	283,033	(17,763)	106.7%
63116	Maint Of Other Equipment	161,257	126,583	165,000	(38,417)	130.3%
63142	Maint Of Software	1,591,145	1,733,681	1,768,399	(34,718)	102.0%
67000	General Services Charges	595	928	833	95	89.7%
69200	Leasing Equipment	545,339	676,509	552,854	123,655	81.7%
	Supplies & Maintenance Totals	**3,391,692**	**4,112,375**	**4,159,319**	**(46,944)**	**101.1%**
66001	Travel/Training-Non Metroplex	0	0	342	(342)	
66002	Travel/Training-Metroplex	2,609	40,201	43,678	(3,477)	108.6%
66003	Membership	0	0	0	0	
	Travel/Training/Mem Totals	**2,609**	**40,201**	**44,020**	**(3,819)**	**109.5%**
68305	Fixed Assets/Computer Software	0	140,000	140,000	0	100.0%
68306	Fixed Assets/Computer Hardware	(334,690)	0	0	0	
	Capital Outlay Totals	**(334,690)**	**140,000**	**140,000**	**0**	**100.0%**
	DEPARTMENT TOTAL	**4,717,286**	**6,104,070**	**6,103,315**	**755**	**100.0%**

FY 2010 2nd Qtr BAR

Account Category Summary	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
Salaries & Benefits	623,005	669,782	620,382	49,400	92.6%
Supplies & Maintenance	1,743,575	1,909,085	1,551,243	357,842	81.3%
Travel/Training/Memb	2,201	7,000	0	7,000	0.0%
Capital Outlay	0	0	0	0	
Total	2,368,781	2,585,867	2,171,626	414,242	84.0%

KNOWLEDGE SERVICES

Account	Description	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
50000	Salaries: Supervision	88,567	86,928	87,263	(335)	100.4%
50001	Salaries: Clerical & Prof	40,573	39,827	10,153	29,674	25.5%
50002	Salaries: Operations	339,883	358,612	359,916	(1,304)	100.4%
50004	Benefits: Longevity/Stability	10,658	12,235	3,598	8,637	29.4%
50005	Salaries: Part-time And Hourly	674	1,788	0	1,788	0.0%
50006	Salaries: Overtime	3,903	15,079	2,000	13,079	13.3%
50010	Salaries: Terminal Pay	0	0	6,383	(6,383)	
55000	Benefits : Worker's Comp	6,109	6,407	6,407	0	100.0%
55001	Benefits : Employee Retirement	74,505	83,582	77,217	6,365	92.4%
55002	Benefits : Disability Inc Plan	2,963	3,009	2,875	134	95.5%
55003	Benefits : Employee Insurance	38,327	44,214	44,704	(489)	101.1%
55005	Benefits : Medicare	6,273	7,038	6,821	217	96.9%
55006	Benefits : Skl/Vac Sellback	0	0	3,040	(3,040)	
55008	Benefits : Thrift Plan	9,892	9,892	8,923	969	90.2%
55010	Benefits : Phone Allowance	678	1,170	1,082	88	92.5%
	Salary & Benefits Totals	**623,005**	**669,782**	**620,382**	**49,400**	**92.6%**
60000	Office Supplies	651,982	14,709	3,162	11,547	21.5%
60002	Supplies/Computer Software	1,405	4,700	10,000	(5,300)	212.8%
60003	Clothing Supplies	0	1,127	683	444	60.6%
60014	Other Supplies	0	0	11,050	(11,050)	
60016	Supplies/Computer Hardware	468	0	1,018	(1,018)	
60026	Mail Services	361,449	840,000	801,364	38,636	95.4%
60027	Information resources CTR	82,167	375,000	152,556	222,444	40.7%
60028	Records Mgmt	23,758	39,220	16,234	22,986	41.4%
61000	Rental	63,461	276,000	239,792	36,208	86.9%
61002	Special Services	116,000	75,000	75,000	0	100.0%
62001	Electric Service	7,311	14,747	4,225	10,522	28.7%
62002	Gas Service	853	3,366	900	2,466	26.7%
62003	Water,Sewer & Garbage Service	1,276	1,956	1,145	811	58.5%
63115	Maint Of Office Equipment	137,939	115,000	69,655	45,345	60.6%
63116	Maint Of Other Equipment	0	1,400	500	900	35.7%
63142	Maint Of Software	0	2,600	2,090	510	80.4%
67000	General Services Charges	(8,531)	7,500	4,072	3,428	54.3%
67002	T.S. Infrastructure Charges	20,992	9,250	9,250	0	100.0%
67004	Fleet Rental Charges	7,728	7,996	7,996	0	100.0%
67005	Fleet Fuel Charges	11,036	7,694	8,810	(1,116)	114.5%
67007	Radio Systems Charges	4,210	5,394	5,394	0	100.0%
67008	Telephone Service Charges	11,208	16,426	16,426	0	100.0%
69200	Leasing Equipment	248,863	90,000	109,921	(19,921)	122.1%
	Supplies & Maintenance Totals	**1,743,575**	**1,909,085**	**1,551,243**	**357,842**	**81.3%**
66001	Travel/Training-Non Metroplex	1,960	5,000	0	5,000	0.0%
66002	Travel/Training-Metroplex	116	2,000	0	2,000	0.0%
66003	Membership	125	0	0	0	
	Travel/Training/Mem Totals	**2,201**	**7,000**	**0**	**7,000**	**0.0%**
	DEPARTMENT TOTAL	**2,368,781**	**2,585,867**	**2,171,626**	**414,242**	**84.0%**

FY 2010 2nd Qtr BAR

Account Category Summary	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
Salaries & Benefits	2,302,706	2,267,063	2,093,615	173,448	92.3%
Supplies & Maintenance	572,784	782,171	613,078	169,093	78.4%
Travel/Training/Memb	5,107	5,442	5,442	0	100.0%
Capital Outlay	0	0	0	0	
Total	2,880,597	3,054,676	2,712,135	342,541	88.8%

Municipal Court

Account	Description	FY09 Actual	FY10 Budget	FY10 Estimate	Variance	Percent Expended
50000	Salaries: Supervision	96,789	90,733	95,367	(4,634)	105.1%
50001	Salaries: Clerical & Prof	1,147,163	1,049,013	1,022,245	26,769	97.4%
50002	Salaries: Operations	211,069	197,858	207,975	(10,117)	105.1%
50004	Benefits: Longevity/Stability	19,228	14,953	18,743	(3,790)	125.3%
50005	Salaries: Part-time And Hourly	126,904	140,223	90,750	49,473	64.7%
50006	Salaries: Overtime	97,852	202,503	116,900	85,603	57.7%
50009	Salaries: Language Pay	3,689	4,800	4,471	329	93.1%
50010	Salaries: Terminal Pay	20,024	0	0	0	
50021	Salaries: Contract Labor	94,301	98,240	96,000	2,240	97.7%
55000	Benefits : Worker's Comp	20,509	17,442	17,442	0	100.0%
55001	Benefits : Employee Retirement	263,559	250,213	239,210	11,003	95.6%
55002	Benefits : Disability Inc Plan	9,154	8,292	8,349	(57)	100.7%
55003	Benefits : Employee Insurance	159,973	164,421	143,759	20,661	87.4%
55004	Benefits : Part-time Pension Pl	0	1,510	0	1,510	0.0%
55005	Benefits : Medicare	23,032	19,395	22,575	(3,180)	116.4%
55006	Benefits : Skl/Vac Sellback	0	0	467	(467)	
55008	Benefits : Thrift Plan	8,992	7,467	8,886	(1,419)	119.0%
55010	Benefits : Phone Allowance	482	0	476	(476)	
	Salary & Benefits Totals	**2,302,706**	**2,267,063**	**2,093,615**	**173,448**	**92.3%**
60000	Office Supplies	35,222	37,235	30,000	7,235	80.6%
60016	Supplies/Computer Hardware	640	0	410	(410)	
61002	Special Services	24,944	23,876	23,876	0	100.0%
61012	Credit Card Fees	61,970	51,649	30,000	21,649	58.1%
61029	Court Costs & dury Fees	10,450	9,051	6,000	3,051	66.3%
63115	Maint Of Office Equipment	457	312	0	312	0.0%
63142	Maint Of Software	0	130,000	0	130,000	0.0%
67000	General Services Charges	142,617	153,574	146,000	7,574	95.1%
67002	T.S. Infrastructure Charges	65,628	80,682	81,000	(318)	100.4%
67007	Radio Systems Charges	155,068	232,612	232,612	0	100.0%
67008	Telephone Service Charges	74,668	63,180	63,180	0	100.0%
	Supplies & Maintenance Totals	**572,784**	**782,171**	**613,078**	**169,093**	**78.4%**
66001	Travel/Training-Non Metroplex	2,327	3,654	3,302	352	90.4%
66002	Travel/Training-Metroplex	755	981	500	481	51.0%
66003	Membership	2,025	807	1,640	(833)	203.2%
	Travel/Training/Mem Totals	**5,107**	**5,442**	**5,442**	**0**	**100.0%**
	DEPARTMENT TOTAL	**2,880,597**	**3,054,676**	**2,712,135**	**342,541**	**88.8%**

FY 2010 2nd Quarter Revenue Projections
General Fund - Municipal Court

REVENUE ACCOUNT	DESCRIPTION	BUDGET	YTD (Per 6)	FY 2010 Estimate	FY 2011 Estimate	Notes
44000	CRIMINAL JUSTICE FEE	416,762	184,110	416,762	424,139	
44001	MUNICIPAL COURT	3,091,687	1,734,102	3,091,687	3,146,407	
44002	M/C CHILD SAFETY FEE	29,500	16,783	29,500	30,022	
44003	M/C UNIFORM TRAFFIC ACT FEE	7,341,621	3,513,572	7,341,621	7,471,561	
44007	MUN CT TIME PMT FEE	35,430	17,154	35,430	36,057	
44008	MUNICIPAL COURT/ISSUE FEE	385,000	180,144	385,000	391,814	
44012	M/C EXPUNCTION FEE	0	570	600	600	
44016	TEEN COURT ADMIN FEE	0	1,490	3,000	4,000	
Totals		197,025,661	119,312,582	11,303,600	11,504,600	